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TOWN OF CONCORD FINANCE COMMITTEE REPORT FOR FISCAL YEAR 2024



Table of Contents – Finance Committee Report for 2023

Introduction.....	1
Chair’s Letter.....	3
Trends and Anticipated Challenges	5
Forecasted Expenses Outpacing Revenue Growth.....	6
Concord’s Fiscal Position is Weakening.....	7
Finance Committee Responsibilities.....	7
Concord’s Budgeting Approach.....	8
Finance Committee Guideline FY24.....	9
How Our Tax Dollars Are Used.....	13
Budget Highlights.....	13
Sources and Uses.....	14
Five-Year Projection of Real Estate Tax.....	16
Conclusion.....	18
Finance Committee Recommendations on Finance-Related Articles....	19
Proposed Budget Appropriation.....	25
Detailed Review of Selected Warrant Articles.....	26
Article 7: Free Cash Use to Reduce Tax Levy.....	26
Article 9: FY24 Town Budget.....	27
Article 11: Capital Improvement and Debt Plan.....	29
Article 15: Minuteman Regional Technical High School.....	34
Article 16: Concord-Carlisle Regional School District (CCRS)D)	35
Article 17: Concord Public Schools (CPS).....	36
Article 18: CPS Capital Projects.....	36
Article 19: CPS Capital Projects – Fields and Landscaping.....	36
Article 20: Appropriation to Middle School Stabilization Fund.....	37
Article 26: CPC.....	37
Articles 24, 31, 38-42: Enterprise Fund Budgets.....	39
Appendices.....	41
Appendix One: Glossary of Terms Commonly Used in Municipal Finance.....	42
Appendix Two: Proposition 2&1/2 - the Levy Limit Explained.....	48
Appendix Three: Report on Reserve Fund Activity.....	54
Appendix Four: Select Board Recommendations on Articles.....	55
Appendix Five: 2023 Consent Calendar.....	57
Appendix Six: New Class. & Comp. Plan for Regular-Status Positions.....	61
Appendix Seven: 2023 Annual Town Meeting Warrant.....	65

Report of the Finance Committee

Introduction

The Concord Finance Committee is pleased to present this annual report for Fiscal Year (FY) 2024. The report summarizes the financial position of the Town, reviews the financial implications of warrant articles being considered at the 2023 Town Meeting and makes recommendations about those articles.

The Finance Committee is made up of 15 members, appointed by the Town Moderator for staggered three-year terms. The roles and responsibilities of the Committee are defined by town by-laws and past votes of Town Meeting. The Committee establishes fiscal guidelines for the Town Manager, the Concord Public School (CPS) Committee and the Concord-Carlisle Regional School (CCRS) Committee to use in preparing their operating budgets. Such fiscal guidelines are developed by having conversations during the Committee's public meetings with each budgeting entity to understand its current requirements and future anticipated needs. The Committee conducts public hearings on finance-related warrant articles (that is, articles under which an appropriation or expenditure of money or the disposition of any Town property may be made) in advance of Town Meeting, getting input from the public to aid in preparing its recommendations on those proposals.

To help the Committee fulfill its responsibility of financial oversight and gain an understanding of the potential financial impact of initiatives under consideration by other Town boards and committees, each member of the Committee is assigned to act as an observer of one or more of the other Town boards and committees, attending public meetings of those Town boards and committees and reporting back to the full Finance Committee. The Committee is also charged with managing the Town's Reserve Fund and votes on requests from the Town Manager to disburse money from that fund to address unforeseen or extraordinary events.

The Committee also prepares this annual report, distributed each year in advance of the Annual Town Meeting, setting out the Committee's recommendations on all finance-related warrant articles and including a 5-year projection of what the total tax burden is likely to be on the citizens of the Town. It performs these duties in accordance with the Town's Fiscal Policies and with the objective of maintaining and strengthening the long-term financial health of the Town within a level of property taxation that is sustainable and supportable by the residents of Concord.

The members of the Finance Committee (listed below, with the date that each member's term will expire) would like to express our thanks to the Town Manager and Town Finance Department for their invaluable help in the preparation of this report.

Margaret Briggs, Chair (2024)		Parashar Patel, Vice-Chair (2024)	
Ray Andrews (2023)	John Garofalo (2025)	Dee Ortner (2022)	
Suresh Bhatia (2025)	Greg Guarriello (2025)	Christine Reynolds (2024)	
Kathy Cuocolo (2023)	Amrith Kumar (2023)	Brian Taylor (2023)	
Eric Dahlberg (2024)	Don Kupka (2023)	Lois Wasoff (2023)	
	Lyndsey Lys (2025)		

To the residents of Concord:

As the Chair of the Concord Finance Committee and on behalf of all the members of the Committee, I am happy to present you with this annual report, prepared by the Committee with the assistance of the Town Finance Department. The report summarizes the current financial position of the Town, advises residents as to the financial implications of short-term and longer-term actions under consideration, and makes specific recommendations on warrant articles with financial implications that are being considered at the 2023 Annual Town Meeting. It is the product of many hours of meetings, discussions and public hearings and incorporates input from other Town committees, from various Town departments and from the public. The members of the Committee are grateful for the cooperation and support they have received in doing the work that has culminated in the completion of this report.

Concord's current financial position is outlined in detail below. There are many areas in which we continue to show strength. We have earned a Aaa bond rating; we have funded our pension liability at 93.4% and our OPEB (Other Post-Employment Benefits) liability will be fully funded in FY31 – well ahead of most municipalities. We ended FY22 with Free Cash at 6.1% within our fiscal policy target of 5-10%. We were able to continue funding our operating budgets within the levy limit of 2-1/2% set by law so we have not had to seek overrides. Our total debt service has been increasing and will continue to go up in FY24 and beyond, but a large portion of that increase is attributable to the assumption of exempt debt (debt in excess of the levy limit) associated with the Middle School building project as approved by the citizens of Concord through votes at past Town Meetings and at the ballot box. We are continuing to recover from the impact of the pandemic, and local receipts are near pre-pandemic levels. There is much about our fiscal situation about which Concord's residents can feel proud as we enter FY24.

However, there are matters of concern as well, particularly as we look beyond FY24. Our projected levy capacity and Free Cash are estimated to be less in FY24 than they are in FY23 and are expected to decline further in FY25 and beyond. As discussed below, costs are projected to continue to rise for all the Town's budgeting entities (CPS, CCRSD and the Town Departments) and certain revenue sources (in particular, emergency Covid relief funds) will no longer be available. Capital projects that have been deferred from past years will likely have to be undertaken in the next several years.

If substantial changes are not made to the underlying cost structures at CPS and the Town and/or revenue growth does not increase considerably, we expect Prop 2 ½ overrides may be needed by FY26. The potential impact of these developments, and others, is outlined the presentations below.

Concord's system of town government through Town Meeting is based on age-old democratic traditions. During the past year, in fulfilling its role of making recommendations to Town Meeting and the Town's elected and appointed officers, the Finance Committee has done a great deal of work, observing and questioning the groups and committee that are responsible for managing and spending Concord's financial resources. We have tried to understand not just current needs

and concerns but the longer-term implications of the decisions currently being made. We are sharing the results of the work we have done in this report. Decisions about the future of Concord are the purview of its citizens and we hope our work will assist you in making those decisions.

Regards,

A handwritten signature in black ink that reads "Margaret B. Briggs". The script is cursive and fluid, with the first letters of each word being capitalized and prominent.

Margaret Briggs, Chair
Concord Finance Committee

Trends and Anticipated Challenges

The Committee has identified certain trends that may over time have an impact on the financial well-being of the Town and its residents, including:

- Our 5-year projection indicates the median tax bill with increase over 30% from FY22 through FY28, with a spike of 8.5% in FY24. Budgets presented herein result in a 5.3% increase, and as expected the first of two significant debt costs for a new middle school adds the remaining increase. The second part of this debt is expected to impact the following year's tax bill (please refer to the five-year tax bill projection section below for more details).
- Each of the Town's three budgeting entities (Town, CPS, CCRSD) is anticipating budget increases going forward in the range of 3% to 5%, outpacing projected revenue growth. (See projections below.) Although it has been possible to stay within the levy limit in FY24, unless the Town can find additional sources of revenue and/or is willing to reduce cost growth, we estimate that Proposition 2-1/2 overrides to fund operating expenses may be necessary, perhaps as soon as FY26.
- For the second year in a row, the largest budgeting entity (CPS) has proposed a budget that exceeds the Guideline.
- The Town is faced with aging infrastructure because of deferred capital investment. Several important Town facilities (many related to public safety and public works) are either near the end of their useful lives or require substantial improvement and modernization. Important projects like road repair and maintenance are being deferred. The amounts typically set aside for capital projects are not sufficient to cover the identified needs, which become more urgent as they are further delayed.
- Over the last several years, the Town and the Schools have been able to utilize funds from federal programs designed to mitigate the impact of the pandemic, such as the Elementary and School Emergency Relief Funds (ESSER) and the American Rescue Plan Act (ARPA), to cover certain costs that fell within the remit of those laws. Once those are fully utilized (ESSER funds expire on September 30, 2024, ARPA funds must be obligated by December 31, 2024 and spent by December 31, 2026) any of those costs that are recurring will have to be covered with other funds.
- The Town has historically been able to maintain its Free Cash balance at the higher end of the 5-10% level that is required by Town policy and helps to maintain Concord's Aaa bond rating. For the past four budgets, the Town has used operating surpluses from one fiscal year to fund the following year's budget rather than adding such surpluses to Free Cash. For FY24, Free Cash is projected to be at or very slightly above the 5% floor, after using \$1,000,000 to offset property tax rate growth and \$250,000 to contribute to the stabilization fund that was established to lessen the impact of the Middle School project borrowing on Concord taxpayers. If the level of Free Cash goes down even a small amount

in subsequent years, those uses may not be feasible without being below 5% at which point our Aaa bond rating could be at risk (and thus raising the cost of future borrowing).

- Concord is balancing a variety of imperatives, such as sustainability initiatives, diversity concerns, affordable housing needs, and others, all of which are competing for a limited pool of available funds. The increasing property tax burden is beginning to have an impact on current residents of the Town and will influence future residents, as living in Concord may become unattractive or impossible for people of relatively modest means. The makeup of the larger community could change profoundly if elderly people and young families can't afford to stay or move here. Recent demographic trends indicate that this process may have already begun. According to Census data, relatively lower-income households (those with incomes of \$75,000 or less) are becoming a smaller percentage of all Concord households and a higher share of such households are spending 30% or more of their income on housing costs (mortgage, rent, utilities, insurance, taxes, etc.).

Forecasted Expenses Outpacing Revenue Growth

The Town, CPS, and CCRSD developed and shared five-year trends for revenue and cost projections at the Finance Committee's November 17, 2022 meeting. Since then, the Town has updated its five-year projections and the tables below reflect that update as of March 2023.

Revenue is expected to increase at a +3.9% pace from \$116.1 million in FY23 to \$140.6 million in FY28. This includes a healthy 6.0% increase in FY24 as the Town recovers from the Covid-19 slowdown, but thereafter only at about +3.4% annually.

Revenue:

	FY23	FY24	FY25	FY26	FY27	FY28	2023-2028 CAGR
Property Taxes (inside levy)	\$97,059,287	\$103,259,041	\$106,840,517	\$110,511,530	\$114,274,318	\$118,131,176	4.0%
State Aid	\$6,232,589	\$6,516,966	\$6,679,890	\$6,846,887	\$7,018,060	\$7,193,511	2.9%
Local Receipts	\$8,205,250	\$8,749,272	\$9,073,243	\$9,410,173	\$9,760,579	\$10,125,003	4.3%
Transfers/Other	\$4,571,993	\$4,532,267	\$4,620,478	\$4,805,297	\$4,997,509	\$5,197,409	2.6%
Total	\$116,069,119	\$123,057,546	\$127,214,128	\$131,573,887	\$136,050,466	\$140,647,099	3.9%
<i>Growth Rates:</i>		6.0%	3.4%	3.4%	3.4%	3.4%	

Totals may not add because of rounding.

On the other hand, as shown below, costs are expected to increase from \$118.4 million in FY23 to \$144.5 million in FY28, a growth rate of 4.1% which exceeds the projected 3.9% growth in revenue.

Expenses:

	FY23	FY24	FY25	FY26	FY27	FY28	2023-2028 CAGR
Joint Costs (inside levy)	\$21,325,384	\$22,076,489	\$23,299,295	\$24,702,354	\$25,908,158	\$27,456,001	5.2%
Town Spending	\$31,244,745	\$33,977,234	\$35,748,205	\$37,332,212	\$38,771,326	\$40,093,025	5.1%
CPS Spending	\$43,010,486	\$44,873,527	\$46,339,841	\$47,384,757	\$48,833,030	\$50,325,532	3.2%
CCRSO Spending	\$21,786,077	\$22,359,231	\$23,115,742	\$23,883,978	\$24,635,434	\$25,370,491	3.1%
Minuteman Spending	\$987,159	\$1,154,162	\$1,188,787	\$1,224,450	\$1,261,184	\$1,299,019	5.6%
Total	\$118,353,851	\$124,440,643	\$129,691,870	\$134,527,752	\$139,409,132	\$144,544,068	4.1%
<i>Growth Rates:</i>		5.1%	4.2%	3.7%	3.6%	3.7%	

Totals may not add because of rounding.

Please note that the table shows projected expenses for FY24-28, not budget estimates. Proposed FY24 budgets for the Town, CPS, CCRSD, and Minuteman are discussed below and differ slightly from these projections.

We expect expense growth to be higher than shown above. While the November 2022 CPS cost projection indicates increases of 3.2% per year, the Superintendent recently noted “four percent is probably likely in the coming years,” citing teacher and other contract renewals, special education costs, utilities, and inflation. Also, the CPS’ FY24 Budget request is higher than projected in November, making it more likely that future years’ spending will exceed projections.

Absent changes in cost growth, Concord will need an additional \$2.5 million to \$3.0 million per year of revenue to maintain our current fiscal situation, as will be shown below in the five-year tax bill projections.

Concord’s Fiscal Position is Weakening

As discussed above, Concord’s fiscal position is weaker than in prior years and several trends may create challenges in future years. The Finance Committee believes that continued fiscal restraint is in order over the next several years as the Town’s revenue and Free Cash recover to pre-pandemic levels and the taxpayers absorb the increase in taxes related to the Middle School. We also urge Town and School leaders to make rigorous efforts to drive sustainable revenue growth. Because revenue growth will likely take several years to be sustainable, we recommend limiting headcount growth, deferral or resizing of capital projects where practical, and use of accumulated fund balances rather than increasing property taxes. In particular, we recommend that the Concord Public Schools, the largest of the Town’s budget, find ways to slow its 5-year projected cost growth trajectory.

Finance Committee Responsibilities

The Concord Finance Committee was established by Town bylaw in 1921. By tradition, members serve no more than two terms. By this arrangement, there is always a mix of new and experienced members and a mix of new points of view and institutional memory. The appointment process is designed so that the Finance Committee remains independent of the Town’s administrative structure and elected boards.

The Finance Committee has the following responsibilities:

- Establishing fiscal guidelines for the three major budgeting entities in the Town (the Town Manager, the Concord Public School Committee, and the Concord-Carlisle Regional School Committee) in preparing their budgets. The budgets of the Town's enterprise funds (i.e., the Town Light Plant and the Beede Center) are not part of the guidelines process.
- Conducting public hearings on the budgets and other financial matters expected to come before annual and special Town Meetings.
- Preparing this report for distribution to all residents before the Annual Town Meeting, including recommendations on finance-related warrant articles and a summary of the Town's financial status.
- Managing a Reserve Fund account to meet extraordinary and unforeseen expenditures (proposed at \$200,000 for FY24).

It is important to emphasize that the role of the Finance Committee is limited to making recommendations. The Finance Committee regularly makes recommendations to Town Meeting, the Town Manager, the Select Board, the school committees, the Superintendent of Schools, other boards and committees, and the citizens of the Town. Responsibility for making decisions is reserved to the citizens through Town Meeting and Town elections and to staff members, boards, and committees to whom specific responsibilities have been delegated by Town by-law and/or State Law.

Concord's Budgeting Approach

Concord has traditionally taken a conservative approach to budgeting. The Finance Committee seeks to maintain operating cost increases within certain criteria to meet a goal of financial sustainability over the long term. In addition, the Finance Committee believes that it is important for the Town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses, other contingencies, and variations in revenue. These criteria include:

- Setting modest expectations for revenue growth, with estimates of property tax growth from new construction and renovations based only on known development activity for which there is high likelihood of completion in the upcoming fiscal year.
- Keeping tax increases from depleting excess levy limit capacity so that general overrides are not required.
- Maintaining the uncommitted General Fund Balance ("Free Cash") at levels at between 5% and 10% of the subsequent year's total Town Budget.
- Supporting capital needs by routinely dedicating 7-8% of total budget resources for capital improvements--
 - roughly 1/3rd of capital financing is derived from current resources and 2/3rd is derived from debt financing through the issuance of long-term bonds,

- principal repayment is structured so that most bonded debt (60%) is retired within five years, and 90% is retired within 10 years; and
- Taxpayers are not burdened beyond what typical expectations of income growth can accommodate.

The Town's Free Cash position and debt policies are key factors in maintaining the Town's credit rating of Aaa, which it has held since 1987.

Finance Committee Guideline FY24

Each year, the Finance Committee publishes a budget guideline for each of our Town's three primary budgeting entities: Town Government, the Concord Public Schools, and Concord's portion of the Concord Carlisle Regional High School. The guideline covers approximately 82% of operating spending for the Town, CPS, and CCRSD. Spending for items such as debt service, Town and CPS non-teacher employee benefits and retirement, liability insurance, etc. are not included in the guideline process. The guideline specifies the amount of the increase over the prior year's "spending subject to guidelines" available to each unit for the next fiscal year.

The process of preparing the guideline begins by considering several factors to gauge the regional financial environment including general inflation, tax collection rates for the Town, and estimates of state aid for the upcoming fiscal year.

We also consider setting a metric for the rate of tax growth that the Finance Committee believes allows the town to:

- Keep a level of excess levy limit capacity to avoid general overrides.
- Maintain adequate Free Cash balance.
- Continue investing in ongoing capital needs.
- Avoid burdening taxpayers beyond normal expectations of income growth or undermining the diversity of our population.
- Maintain its character, including economic diversity of residents.

From FY21 through FY23, this metric was called the Sustainable Growth Rate (SGR). The SGR was calculated averaging two proxies for inflation. The first was the most recent preceding 12-month Consumer Price Index (CPI) for the Boston-Cambridge-Newton region as published by the US Bureau of Labor Statistics. The second was the yield rate on the 10-year US Treasury note as published on July 1st. While the SGR did not have a direct relationship to budget guidelines, it was intended to help shape budgetary decisions which have a multi-year future impact, such as collective bargaining agreements, service contracts, and equipment leases.

For FY24 the Finance Committee updated its approach to determining the SGR. First, we are using widely available, public economic projections from the Congressional Budget Office. Second, rather than one single "SGR", we chose two metrics to serve as guides when setting Guidelines for the Town, CPS, and the CCRSD. The first metric, growth in real personal income,

is a proxy for taxpayers' "ability to pay." The second metric, "level" service rate, recognizes cost growth by incorporating projections for inflation and employment costs based on the distribution of projected costs for personnel (80%) and other goods and services (20%). Below are the two metrics we used under this approach.

	Weights	SFY24	SFY25	SFY26	SFY27	SFY28
Real Personal Income^{1,2}:		2.54%	2.22%	2.16%	2.09%	2.07%
Chained CPI-U ¹	20%	2.23%	2.09%	2.12%	2.14%	2.15%
Employment Cost Index (ECI), Private Wages and Salaries ¹	80%	4.08%	3.63%	3.37%	3.22%	3.18%
"Level" services rate:		3.71%	3.32%	3.12%	3.01%	2.97%

Sources:

¹The Budget and Economic Outlook, Congressional Budget Office, May 2022. Quarterly data used to convert to State Fiscal Years.

²Net of inflation.

For FY24 the "level" services growth rate of 3.71% (primarily employment-driven) outstrips "ability to pay" which is expected to grow by only 2.54% after inflation.

To further inform FY24 Guideline setting, at our October 13, 2022 meeting, the Town, CPS, and CCRSD presented five-year projections of gross spending under current service levels. Note that "Town" spending shown below also includes health insurance and retirement costs for non-teacher CPS employees. Therefore the "Town" category overestimates "pure" Town spending and the CPS category underestimates spending for CPS. Below are the spending projections for General Fund categories subject to the Guideline process.

Spending Subject to Guidelines

	FY23 (Budget)	FY24	FY25	FY26	FY27	FY28	FY23-28 CAGR
Town	\$31,735,605	\$33,393,012	\$34,921,297	\$36,262,587	\$37,655,687	\$39,102,608	
Growth:		5.2%	4.6%	3.8%	3.8%	3.8%	4.3%
CPS	\$43,010,486	\$44,873,527	\$46,339,841	\$47,384,757	\$48,833,030	\$50,325,532	
Growth		4.3%	3.3%	2.3%	3.1%	3.1%	3.2%
CCRSD	\$21,786,077	\$22,359,231	\$23,115,742	\$23,883,978	\$24,635,434	\$25,370,491	
Growth		2.6%	3.4%	3.3%	3.1%	3.0%	3.1%
Total	\$96,532,169	\$100,625,770	\$104,376,880	\$107,531,322	\$111,124,151	\$114,798,631	
Growth:		4.2%	3.7%	3.0%	3.3%	3.3%	3.5%

(CAGR = Compounded Annual Growth Rate)

After careful deliberation, the Finance Committee set a preliminary guideline increase of 3.00%:

	FY23 Budget	FY24 Preliminary Increment	Preliminary Guideline % Increase	Preliminary FY24 Guideline
Total Guideline Spending	\$96,529,070	\$2,895,872	3.00%	\$99,424,942

We then set the preliminary guideline for the Town at 4.00%, to catch up on much needed maintenance of roads, buildings, and equipment deferred over the past several years as town resources were prioritized for school spending during the pandemic. The schools' total preliminary guideline was set at 2.50% as allocated below.

	FY23 Budget	FY24 Preliminary Guideline Increment	Preliminary Guideline % Increase	Preliminary FY24 Guideline	Preliminary FY24 Request	Preliminary Guideline Vs. Request
Town¹	\$31,735,605	\$1,269,424	4.00%	\$33,005,029	\$33,993,012	(\$987,983)
CPS¹	\$43,010,486	\$1,083,450	2.52%	\$44,093,936	\$45,163,527	(\$1,069,591)
CCRSD	\$21,782,979	\$536,387	2.46%	\$22,319,366	\$22,359,231	(\$39,865)
Total²	\$96,529,070	\$2,889,261	2.99%	\$99,418,833	\$101,515,770	(\$2,097,439)

¹Town spending includes health insurance and retirement benefit for non-teacher CPS employees.

²Total reflects sum of individually set guidelines for Town, CPS, and CCRSD and therefore is \$6,661 less than the overall target set at 3.00%. Totals may not add because of rounding.

Between October 13th and November 17th, we received an update from CPS that special education costs were expected to be substantially higher in FY24 because of unexpected out-of-district placements. We also received an update from the Town that they expected higher costs in FY24 because of inflation and new headcount.

As a result, the Finance Committee increased both the Town and CPS guidelines by about \$300,000 each. The Town's final Guideline was increased to 5.00% compared to the 4.00% preliminary guideline (\$317,356 increase); the CPS final Guideline was increased to 3.30% compared to the 2.52% preliminary Guideline (\$335,896 increase); and CCRSD's guideline was reduced to 2.40% from the preliminary Guideline of 2.46% (\$13,595 reduction). These changes resulted in an overall increase of 3.65% (\$634,050) for total Guideline spending compared to the 3.00% preliminary Guideline as noted above. The table below shows the final revised FY24 Guidelines for the Town, CPS, and CCRSD:

	FY23 Budget	FY24 Final Guideline Increment	Final Guideline % Increase	Final FY24 Guideline	FY24 Guideline vs. Preliminary FY24 Request
Town¹	\$31,735,605	\$1,586,780	5.00%	\$33,322,385	(\$670,627)
CPS¹	\$43,010,486	\$1,419,346	3.30%	\$44,429,832	(\$733,695)
CCRSD	\$21,782,979	\$522,791	2.40%	\$22,305,770	(\$53,461)
Total	\$96,529,070	\$3,523,311	3.65%	\$100,052,381	(\$1,463,389)

¹Town spending includes health insurance and retirement benefit for non-teacher CPS employees.

Totals may not add because of rounding.

To support this budget, the Finance Committee recommended the following:

- The allocation of \$1,000,000 from Free Cash, for Property Tax Relief.
- An overall increase in the tax bill to existing taxpayers for FY23, in accordance with the final Guideline amounts, projected to be +5.3%. The net change to excluded debt, including planned issuance of about one-half of the new debt for the Middle School in the spring 2023, will add +3.2% to this amount, or +8.5% total.
- This guideline (including almost half of the new Middle School excluded debt) projects a tax levy totaling \$107,993,095, and unused levy limit of \$3,369,799 (3.1% of the total levy). The Finance Committee believes that retaining a modest unused levy capacity is important for the Town's ability to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses.

CCRS

As of this printing, the proposed FY24 Budget for CCRSD of \$22,302,834 is in accordance with the Finance Committee's FY24 Guidelines.

Town

The proposed Town FY24 Budget of \$33,005,029 is in accordance with the Finance Committee's FY24 Guidelines. We note that the FY24 Budget includes a \$600,000 carry-forward of unspent FY22 budget appropriation and \$29,850 from an opioid settlement, which increases total spending by \$629,850.

CPS

The proposed FY24 Budget for CPS as stated in the Warrant is \$45,197,176. On March 8, 2023, the CPS School Committee voted a new budget request of \$45,047,176.

	FY24 Finance Committee Guideline	Proposed Budget	Gap relative to Guideline	Gap as % of Proposed Budget
CPS ¹	\$44,429,832	\$45,047,176	\$617,344	1.4%

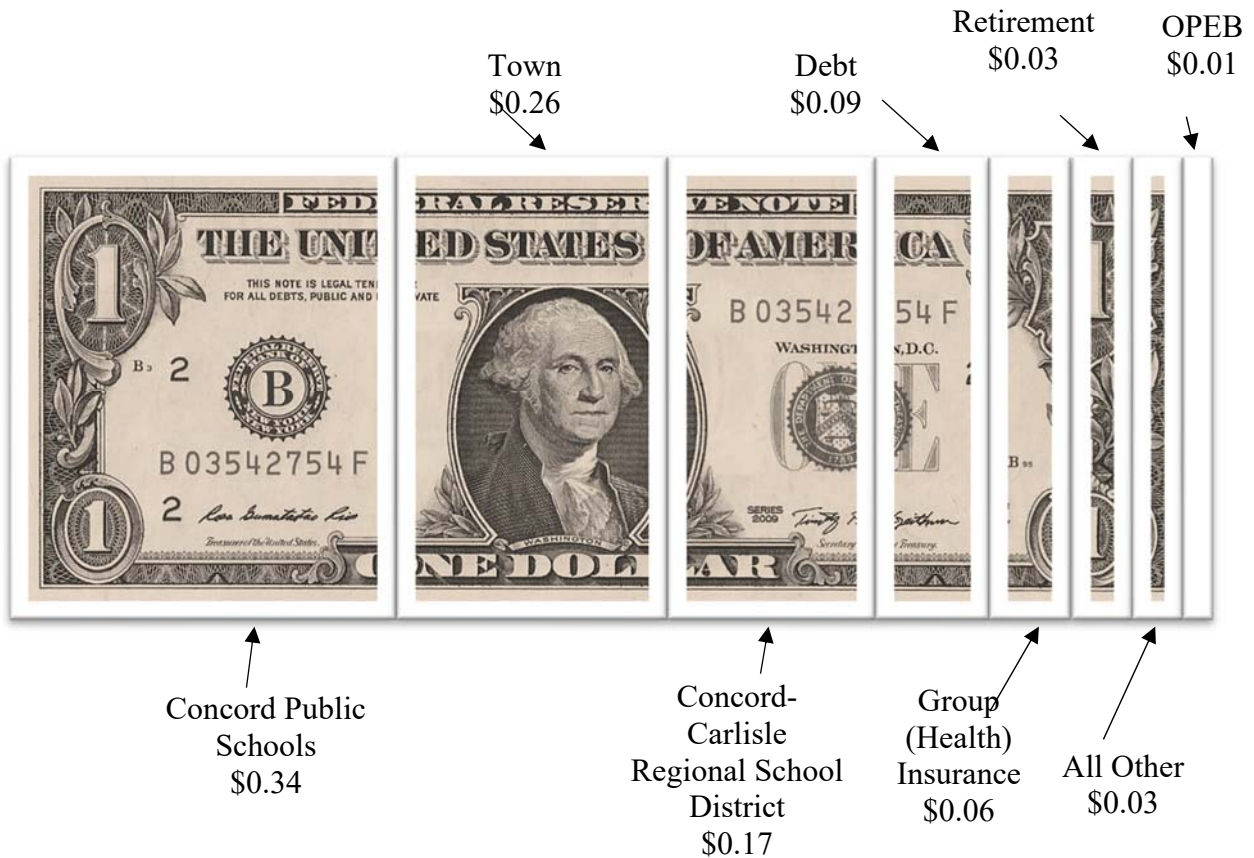
¹CPS spending does not include health insurance and retirement benefit for non-teacher CPS employees nor debt service for capital projects.

At our March 15, 2023 meeting, a Finance Committee motion for "Affirmative Action" on Article 17 at the updated amount failed. Instead, the Finance Committee reaffirmed that the CPS FY24 Budget be recommended at the Guideline approved in November. The Finance Committee's motion would reduce the sum to be appropriated for CPS from \$45,047,176 to \$44,429,832, in accordance with the Finance Committee's guideline.

How Our Tax Dollars Are Used

For each tax dollar raised to fund the Total General Fund Budget, the proposed uses are:

Where Will Your FY2024 Tax Dollar Go?



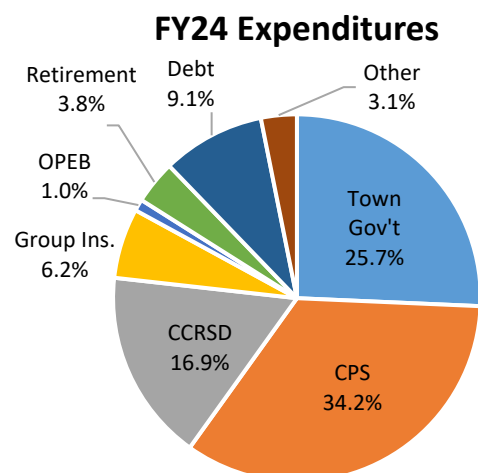
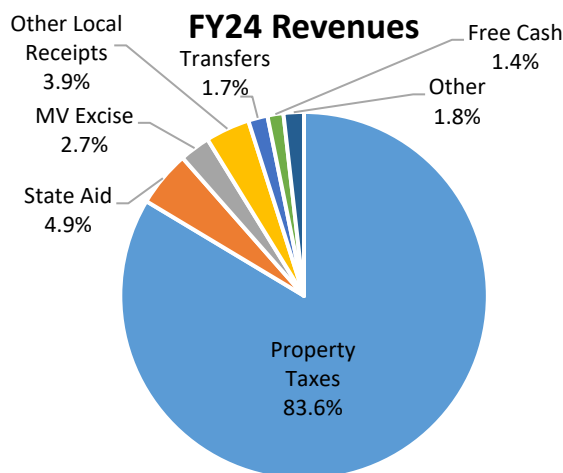
Budget Highlights

- The FY24 Budget is \$132,141,017 – a 6.09% increase over FY23.
- The FY24 General Fund budget as presented in the 2023 Warrant for Annual Town Meeting is funded mostly by a projected 5.3% property tax increase.
- The average tax bill is estimated to be \$18,372, and the median tax bill is estimated to be \$15,935.
- Major expense categories include:
 - An 8.38% increase in Town Government which includes \$600,000 from a prior year appropriation and \$29,850 from the opioid settlement which together increase the budget by \$629,850 (as per Article 9 in the 2023 Warrant for Annual Town Meeting). The two main budget drivers are salaries and utility

costs. Increases ensure competitive wages and benefits; staffing to adequately staff town services, infrastructure spending to ensure maintenance of roads, buildings and equipment, and enhancing community belonging.

- A 5.08% increase in the Concord Public Schools based upon the figure as presented within Article 16 of the 2023 Warrant for Annual Town Meeting.
 - A 1.58% increase in Concord's share of the high school.
- Debt Service expense is projected to increase by \$195,561 or to 9.06% of the total general fund budget.
 - The town is committed to funding long-term liabilities (Concord Retirement System and Other Post-Employment Benefits). Health care costs and associated health care premiums have risen higher than inflation and the FY24 Group Insurance cost is projected to increase by \$672,149.
 - Free Cash as of July 1, 2022 is anticipated to be certified at \$7,588,250 which is 6.06% of the FY23 budget and near the bottom of the current policy to maintain 5% - 10% Free Cash balance. In the 2023 Annual Town Meeting Warrant, there are the following proposed allocations of Free Cash:
 - \$1,000,000 used to reduce the tax levy
 - \$250,000 for Middle School Debt Stabilization Fund

Sources & Uses



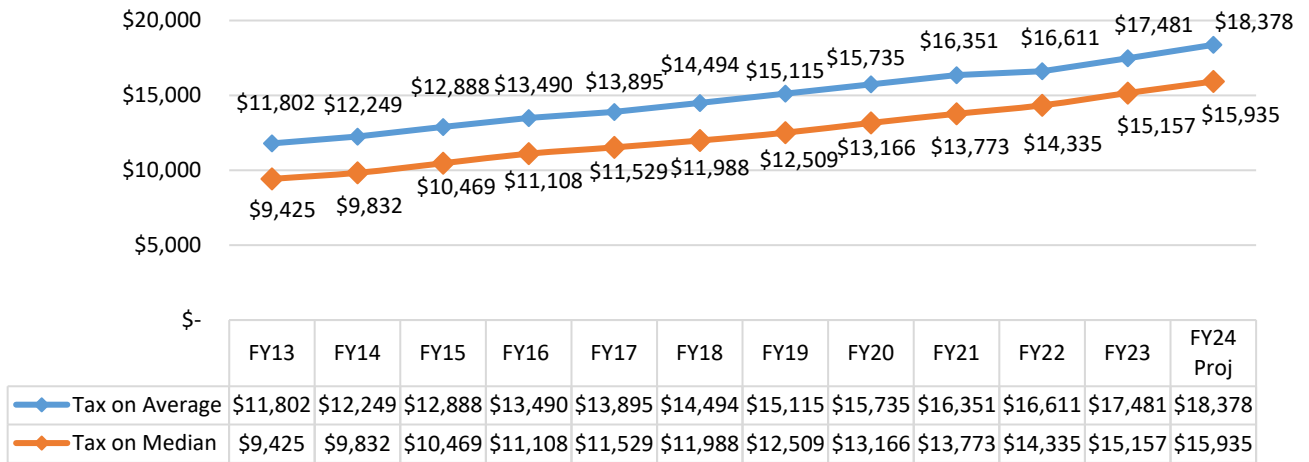
Eighty-four percent (83.6%) of the budget is supported by property tax collection. The remaining is supported by State Aid, Local Receipts and other Available Funds (i.e. contributions from Enterprise Funds and Free Cash).

- The median single family residential tax bill in FY23 is \$15,157 based on an assessed value of \$1,169,500 at a tax rate of \$12.96 per thousand. The projected increase on the median single-family residential tax bill for FY24 would be \$778.
- For existing taxpayers, excluding property tax revenue derived from new growth, the percent increase of property tax bills in FY24 is projected to be 5.3%, assuming the property's assessment remains the same and not including the impact of new Middle School exempt debt. Accordingly, the single-family median tax bill would increase from \$15,157 to \$15,935 and the average single family tax bill would increase from \$17,481 to \$18,372.
- 92.6% of property taxes are paid by single-family residential property; 7.4% of property taxes are paid by commercial, industrial, or personal property.

ESTIMATED IMPACT OF TOWN MEETING SPENDING ON YOUR TAX BILL

	Assessed							Median			Average			
	Value	\$ 400,000	\$ 600,000	\$ 800,000	\$ 900,000	\$ 1,000,000	\$ 1,100,000	\$ 1,169,500	\$ 1,200,000	\$ 1,300,000	\$ 1,348,796	\$ 1,500,000	\$ 1,750,000	\$ 2,000,000
Article Amount	Taxes	\$ 5,450	\$ 8,175	\$ 10,900	\$ 12,263	\$ 13,625	\$ 14,988	\$ 15,935	\$ 16,351	\$ 17,713	\$ 18,378	\$ 20,438	\$ 23,845	\$ 27,251
		\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625	\$ 13.625
\$ 10,000		0.55	0.82	1.09	1.23	1.36	1.50	1.59	1.64	1.77	1.84	2.04	2.38	2.73
\$ 25,000		1.36	2.04	2.73	3.07	3.41	3.75	3.98	4.09	4.43	4.59	5.11	5.96	6.81
\$ 50,000		2.73	4.09	5.45	6.13	6.81	7.49	7.97	8.18	8.86	9.19	10.22	11.92	13.63
\$ 75,000		4.09	6.13	8.18	9.20	10.22	11.24	11.95	12.26	13.28	13.78	15.33	17.88	20.44
\$ 100,000		5.45	8.18	10.90	12.26	13.63	14.99	15.94	16.35	17.71	18.38	20.44	23.84	27.25
\$ 150,000		8.18	12.26	16.35	18.39	20.44	22.48	23.90	24.53	26.57	27.57	30.66	35.77	40.88
\$ 200,000		10.90	16.35	21.80	24.53	27.25	29.98	31.87	32.70	35.43	36.76	40.88	47.69	54.50
\$ 250,000		13.63	20.44	27.25	30.66	34.06	37.47	39.84	40.88	44.28	45.95	51.10	59.61	68.13
\$ 300,000		16.35	24.53	32.70	36.79	40.88	44.96	47.81	49.05	53.14	55.13	61.31	71.53	81.75
\$ 350,000		19.08	28.61	38.15	42.92	47.69	52.46	55.77	57.23	62.00	64.32	71.53	83.46	95.38
\$ 400,000		21.80	32.70	43.60	49.05	54.50	59.95	63.74	65.40	70.85	73.51	81.75	95.38	109.00
\$ 450,000		24.53	36.79	49.05	55.18	61.31	67.45	71.71	73.58	79.71	82.70	91.97	107.30	122.63
\$ 500,000		27.25	40.88	54.50	61.31	68.13	74.94	79.68	81.75	88.57	91.89	102.19	119.22	136.25
\$ 600,000		32.70	49.05	65.40	73.58	81.75	89.93	95.61	98.10	106.28	110.27	122.63	143.07	163.51
\$ 700,000		38.15	57.23	76.30	85.84	95.38	104.92	111.55	114.45	123.99	128.65	143.07	166.91	190.76
\$ 800,000		43.60	65.40	87.20	98.10	109.00	119.90	127.48	130.80	141.71	147.02	163.51	190.76	218.01
\$ 900,000		49.05	73.58	98.10	110.37	122.63	134.89	143.42	147.16	159.42	165.40	183.94	214.60	245.26
\$ 1,000,000		54.50	81.75	109.00	122.63	136.25	149.88	159.35	163.51	177.13	183.78	204.38	238.45	272.51

Average and Median Tax Bills on Single Family Parcels



Five Year Projection of Real Estate Taxes

for an approximate median assessed value home

In the fall of each year, the Select Board (with advice from the Board of Assessors) holds a Tax Classification Public Hearing, considers four factors, and then votes to set the tax rate for the fiscal year underway. The work below simplifies this process and holds every factor to be the same as last fall, except for solving for a new single tax rate needed to balance the Town's books for the year. For those that receive quarterly tax bills, the two from the fall are estimated and the two from the following spring reconcile those estimates with what the Select Board has voted.

As mentioned previously, the Town currently anticipates deficits between revenues and expenses. Currently the Town has three tools to bridge that gap:

1. use of excess tax levy capacity (\$5.6 million);
2. increasing taxes and/or
3. use of Free Cash (\$7.6 million but that figure is close to the Town's fiscal policy minimum of 5% of the Operating Budget).

At the upcoming Annual Town Meeting, use of \$1 million in Free Cash is proposed, as that amount is likely to be regenerated by a combination of excess revenues and unspent expenses in FY24, maintaining the 5% minimum balance. For FY24 over \$2.5 million of tax levy capacity is being used to bridge the remaining budget gap, increasing property taxes.

Below is a five-year projection of property taxes. For FY24, a \$15,000 tax bill approximates the current median payment in the Town. That amount will be impacted by: a \$375 (+2.5%) increase under Proposition 2-1/2; using up some of the unused tax levy of \$401 (+2.7%); a slight decrease of \$15 in existing debt payments primarily for past school construction projects; and finally an

estimated cost of \$509 to borrow about half of the remaining costs of the Middle School this spring. This results in an increase to the median bill of \$1,270 or about +8.5% in the first year.

	Proposed FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28
Median Tax Bill (approx.)	\$ 15,000	\$ 16,270	\$ 17,324	\$ 17,839	\$ 18,194
Regular levy increase	\$ 375	\$ 407	\$ 433	\$ 446	\$ 455
Additional tax levy used	\$ 401	\$ 225	\$ 220	\$ -	\$ -
Existing Excluded Debt change	\$ (15)	\$ (66)	\$ (138)	\$ (91)	\$ (31)
New Middle School debt	\$ 509	\$ 488	\$ -	\$ -	\$ -
Median Tax Bill change	\$ 1,270	\$ 1,054	\$ 516	\$ 355	\$ 424
	8.47%	6.48%	2.98%	1.99%	2.33%
next year tax bill	\$ 16,270	\$ 17,324	\$ 17,839	\$ 18,194	\$ 18,618

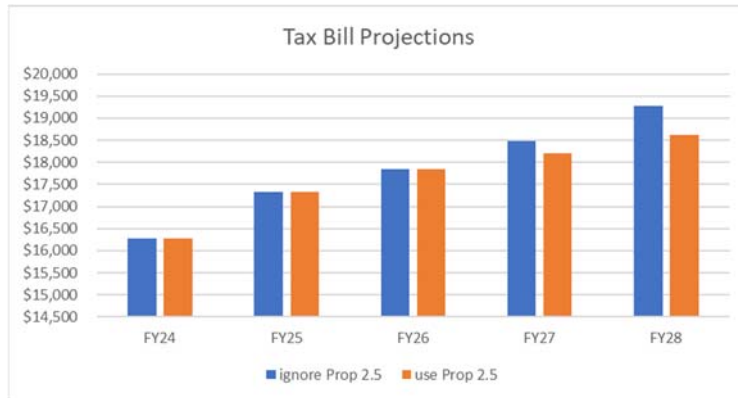
The CPS budget figures used for FY24-FY28 shown here were formally submitted in the fall 2022 to the Finance Committee. This FY24 budget figure is \$443,695 above the Finance Committee Guidelines and \$173,649 below the FY24 budget voted by the School Committee in the winter 2023. This budget at the Finance Committee guidelines would reduce the FY24 median tax bill shown above by \$67 to instead become a +8.0% increase; a budget at the School Committee approved level would increase the FY24 median tax bill shown above by \$26 to instead become a +8.6% increase. Future tax bills then will be proportionally higher or lower.

In FY25, given the budget projections discussed previously, the tax bill increase is forecast at \$1,054 (+6.5%) with the remaining debt for the Middle School representing \$488 of that increase, and a requires a further use of the excess tax levy capacity.

In FY26, the increase is a more modest \$516 as no further new Middle School debt is required. The remaining unused tax levy is needed to balance budgets at a cost of \$220, but that is largely offset by a decrease of \$138 in excluded debt.

In FY27 and FY28, smaller tax bill increases are projected as the Prop 2-1/2 increase is offset by decreases in excluded debt service. **As there is no further unused levy available, the tax bill may not go higher unless the voters approve an Override of Prop 2-1/2.** If Free Cash grows over the next few years, it is possible that some additional use beyond the typical \$1 million annually may reduce the budget gap. **Without extra Free Cash or an Override, this projection shows that the budgets will not be able to grow as forecast. In FY27 the \$2.4 million budget gap will cause reductions of about 2% to the budgets as forecast above; in FY28 the \$2.8 million budget gap shows that an additional reduction of about \$0.4 million or less than 1% to costs that are forecast.**

The chart below shows that from FY24 through FY26, the limitations of Prop 2-1/2 do not impact the ability of the Town to pay its projected bills. However, in FY27 an additional \$300 of property taxes for the median homeowner would be needed to balance the budget, and then in FY28 a further addition of another \$300 would be needed. As this anticipated budget gap increases slightly each year, this pattern could continue:



Conclusion

The Finance Committee believes the FY24 budget is a sound estimate of spending to maintain current services and navigate through our current situation. In addition, this budget maintains some reserves and prepayments to help meet expected future fiscal challenges.

The Town and School finances are generally well managed, as evidenced by the long-standing Aaa bond ratings of the Town and the Concord-Carlisle Regional School District, and the ability to meet the growing demand from citizens for high quality public services. Special challenges lie ahead as the town embarks on the most expensive building project in its long history and takes on significant additional debt service to support that project. As noted above, we anticipate additional building projects for critical Town facilities in the next 3-5 years. At the same time, operating costs are expected to exceed projected revenues. Concord's town government officials and the leadership team at Concord Public Schools have demonstrated their ability and willingness to meet challenges in the past. We look forward to working with them to address these challenges that lie ahead. The Finance Committee expresses its deepest thanks to those leaders, including Town Manager Kerry Lafleur, Chief Financial Officer Gail Dowd, Interim Finance Director Bob LeLacheur, Superintendent of Schools Dr. Laurie Hunter and their respective staffs, for their leadership and creativity in balancing resources and priorities to meet these needs, as well as for their dedicated and careful management of the Town finances and for their patience and expertise in advising the Finance Committee throughout the year.

FINANCE COMMITTEE ARTICLE RECOMMENDATIONS ON FINANCE RELATED ARTICLES

Article	<i>Recommendation and Reasons</i>
3 – Meeting Procedure	The Finance Committee recommends Affirmative Action on this article. This article is sponsored by the Finance Committee to ensure that all articles and amendments moved at town meeting identify a source of funding and comply with the requirements of Proposition 2 ½.
7 – Use of Free Cash	The Finance Committee recommends Affirmative Action on this article. The Committee annually reviews the Free Cash policy and has reaffirmed the commitment to keep the unused Free Cash Balance in a range of 5% to 10% of the total ensuing budget, a level deemed essential to enable the Town to cope with unexpected circumstances. The Town's actual Free Cash level has been above this range in recent years and is an important factor in the maintenance of the Town's Aaa credit rating. The allocation of \$1,000,000 of Free Cash to reduce the tax levy for the 2024 fiscal year is in accordance with the Committee's Budget Guideline and supports the FY24 operating budgets.
8 – FY23 Budget Line Item Adjustments	The Finance Committee recommends Affirmative Action on this article. This article enables funds from one line item to be transferred to another line item within the town manager's budget, i.e., it moves money from line items that underspent to line items that overspent during FY23. It does not authorize the spending of any unappropriated funds; nor does it seek appropriation of incremental funds. The Finance Committee believes this is a housekeeping article that allows the Finance Director to pay bills/expenses already incurred or anticipated to be incurred prior to June 30th.
9 – FY24 Town Budget	The Finance Committee recommends Affirmative Action on this article. The Finance Committee supports the Town Manager's FY24 Budget request. The budget is within the guideline published by the Finance Committee and provides for a modest expansion of services, funds to fulfill collective bargaining agreements, funds for infrastructure maintenance, funds for debt service on borrowing approved at prior town meetings, fixed costs for group insurance, retirement benefits and other miscellaneous expenditures.
11— Capital Improvement and Debt Plan	The Finance Committee recommends Affirmative Action on this article. The Finance Committee believes the authorization of funds for FY24 requested in the Capital Improvement and Debt Plan, which will be funded within the existing levy limit, is in the best interests of supporting the proper functioning of Town government. The

	<p>projects identified in the article support specific needs across services within the general government, planning, public safety, and public works and are in keeping with Section 4.7 of the comprehensive long-term strategic plan. The Finance Committee believes the requested appropriation of \$1,725,000 in capital outlay and \$4.1 million in new debt falls within acceptable parameters.</p>
12 – OPEB Trust Fund Appropriation	<p>The Finance Committee recommends Affirmative Action on this article. The Town auditor and the MA Department of Revenue have recommended that the Town make the appropriation for all funds (General, Enterprise and Other) in a single stand-alone article rather than including the contribution in the Town’s budget article. This article complies with that recommendation.</p>
13 – OPEB Trust Fund Expense	<p>The Finance Committee recommends Affirmative Action on this article. The Town auditor and the MA Department of Revenue have recommended that the town appropriate the expenses of the OPEB Trust Fund and pay them directly rather than deducting those expenses from investment earnings. This article complies with that recommendation. In addition, the article requests authorization to employ an investment consultant to oversee the investment of the Trust fund’s assets, which total approximately \$10.9 million at June 30, 2022. The consultant will be paid from the Trust. The Finance Committee believes it is prudent for a trust of this size to engage an investment manager.</p>
14 – Appropriation of Opioid Settlement Funds Received from the State Settlement Fund	<p>The Finance Committee recommends Affirmative Action on this article. The Town signed on to the Statewide Opioid Settlement between the Massachusetts Attorney General and non-bankrupt opioid industry participants. It was notified, on August 1, 2022, that \$77,362.88 from that settlement would be distributed to it during FY23. According to state guidance, the Town cannot set up a special revenue account and must instead appropriate the funds to spend them for the purposes set forth in the settlement. Any funds received prior to March 2023 become part of Free Cash and must be appropriated from there for those specified purposes. This article accomplishes that.</p>
15 – Minuteman Regional Technical High School District Budget	<p>The Finance Committee recommends Affirmative Action on this article. As a member of the Minuteman Regional Technical High School District, Concord agrees to pay an assessed share of the regional district’s operating budget. The amount of the assessment paid by each town participating in the regional district is determined by a formula established in the regional agreement and relies in part on a rolling 4-year average of enrollment for member communities. This article authorizes the payment of Concord’s FY24 assessment.</p>

16 – Concord-Carlisle Regional High School Budget	The Finance Committee recommends Affirmative Action on this article. The budget presented is in accordance with the Finance Committee Budget Guidelines and demonstrates thoughtful planning. The FY24 regional budget of \$37,811,098 represents a 3.48% increase or \$1,269,917 over FY 23. The regional budget's assessment, net of Chapter 70 and other revenues is \$33,251,830; an increase of 3.12% over FY23. Concord's allocated share of the overall CCRSD assessment based on Concord's share of student enrollment at CCHS (76.26%), is \$25,357,846, an increase of 1.58%, or 395,490 over FY23.
17 – Concord Public Schools Budget	The Finance Committee did not recommend Affirmative Action on this article, which seeks budget approval at a number that exceeds the Guideline by \$617,344 or 1.4%. The Finance Committee will submit an amendment to Article 17 reducing the budget to \$44,429,832, in accordance with the Finance Committee's guideline.
18 - Concord Public Schools Capital Projects	As of the date this report went to print, the Finance Committee was seeking additional information about this article and had not yet taken a position on the article.
19 – Concord Public Schools Capital Projects – Fields and Landscaping	The Finance Committee has not taken a position on this article. If the article is moved at Town Meeting, the Committee will take a vote at Town Meeting and report the results to Town Meeting at that time.
20 – Appropriation to Middle School Stabilization Fund	The Finance Committee recommends Affirmative Action on this article. The Middle School Stabilization Fund was established by September 2020 Town Meeting, in anticipation of the expected eventual approval of a substantial amount of borrowing to fund the construction of a new middle school. The target amount, to help offset some of the property tax increases that will result from the middle school borrowing, was set at \$5,000,000. Article 20 authorizes the transfer of \$750,000 from the Assessor's Overlay Account and an additional \$250,000 from Free Cash to the Stabilization Fund, which would bring the balance of the fund to \$4,500,000. The Middle School borrowing will begin to affect property taxes in FY24, but it is not until FY25 that we expect to use this fund. Article 7 and Article 20, both sponsored by the Finance Committee, if approved by Town Meeting, will reduce Free Cash to 5.1%, just above the Free Cash policy's lower limit.
21 – Light Plant Solar Expansion – Middle School	The Finance Committee recommends Affirmative Action on this article. The Concord Municipal Light Plant ("CMLP") is requesting authorization to issue a sum not to exceed \$7,500,000 (substantially less than the figure in the Warrant) of general obligation debt for the design and construction of a utility scale solar array with battery storage located at the new Concord Middle School. The costs of the

	<p>project are still being developed and it is possible that state and federal incentive grants may be available to offset the cost of construction. The system will be owned and operated by CMLP adding to its existing portfolio of energy sources. The debt service (principal and interest payments) will be paid from CMLP revenues; the costs and benefits of the system will accrue to its ratepayers. In addition to the project advancing the Town's Climate Action and Resiliency, this investment is expected to net savings to ratepayers over the long term.</p>
24 - Light Plant Expenditures & Payment in Lieu of Taxes	<p>The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing the Light Plant to expend its income from operations for the expenses of the Light Plant, and further provides for the transfer of \$459,000 (or some other sum) from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024. For further information, please see the Enterprise Fund Budget Book, at https://concordma.gov/DocumentCenter/View/41295/FY24-Enterprise-Budget-Book.</p>
25-Appropriation for 250 th Anniversary Celebration	<p>The Finance Committee has not taken a position on this article. At the time of the printing of this report, the movants are pursuing other sources of funding and do not expect to move the article at Town Meeting. If the article is moved at Town Meeting, the Committee will take a vote at Town Meeting and report the results to Town Meeting at that time.</p>
26- Community Preservation Committee Appropriation Recommendations	<p>The Finance Committee recommends Affirmative Action on the projects listed as items A, B, C, D, F, G, H, I and J this article, for a total appropriation of \$1,289,680 from the Community Preservation Fund for the specific projects listed in the article and allowed under the Community Preservation Act. The Finance Committee has not, as of the date of the printing of this report, made a recommendation on Item E (the Warner's Pond Restoration Project). The total appropriation sought in the article was \$1,839,680, of which \$550,000 was related to Warner's Pond. If Article 26 is approved without the Warner Pond Restoration Project, the approved projects will expend a total of \$533,000 for Community Housing, \$571,230 for Historic Preservation, \$72,725 for Open Space, \$72,725 for Recreation and \$40,000 for Administration. The amount of \$557,473 will remain in CPC Undesignated Funds. All projects were reviewed and approved by the 9-member Town Community Preservation Committee (CPC) and are funded by monies collected as a 1.5% surcharge on property tax bills supplemented by 29.34% state matching funds.</p>

27 – Community Preservation Act – Rescind and Reappropriate Funds	The Finance Committee recommends Affirmative Action on this article. This article, along with Articles 28 and 29 below, all relate to the now-discontinued Junction Village Assisted Living Project. This article rescinds a \$250,000 appropriation made by CPC for open space (\$125,000) and recreation (\$125,000) that was contingent on the project going forward. The funds will be transferred to the Open Space Reserve Fund and will be available for other uses meeting the criteria established in connection with that fund.
28 – Community Preservation Committee Appropriation Recommendation – Concord Municipal Affordable Housing Trust	The Finance Committee recommends Affirmative Action on this article. The sum of \$1,044,255.76 had been appropriated for affordable housing purposes in support of the Junction Village Project. Article 4 at the Special Town Meeting rescinded the original appropriation and allocated the funds to the Community Preservation Act Community Housing Reserve Fund. This article re-allocates the same funds to the Concord Municipal Affordable Housing Trust. The funds will be available to support the same purposes - - supporting affordable housing – as had been specified in the original appropriation.
29 – Transfer of Housing Funds	The Finance Committee recommends Affirmative Action on this article. It is the last of the three articles related to the now-discontinued Junction Village Project. In 2017, the transfer of \$1,000,000 of Free Cash was approved by Town Meeting to support this project. Since the funding has already been set aside for affordable housing, this article would transfer the allocation to the Concord Municipal Affordable Housing Trust for use in connection with a future affordable housing project.
31 – Beede Swim & Fitness Center Enterprise Fund Expenditures	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2024 and cash on hand in the Beede Enterprise Fund. For further information, please see the Enterprise Fund Budget Book, at https://concordma.gov/DocumentCenter/View/41295/FY24-Enterprise-Budget-Book .
38 – Solid Waste Disposal Fund Expenditures	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2024 and cash on hand in the Solid Waste Disposal Fund to operate the Town’s curbside solid waste and recycling collection and disposal program. For further information, please see the Enterprise Fund Budget Book, at the link above.
39 – Sewer System Expenditures	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing

	the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2024, and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system. For further information, please see the Enterprise Fund Budget Book, at the link above.
40 – Sewer Improvement Fund Expenditures	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of improvement fees paid by certain properties for connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity. For further information, please see the Enterprise Fund Budget Book, at the link above.
41 – Water System Expenditures	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing the Town Manager to expend user fee revenue, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works for the fiscal year ending June 30, 2024 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system. For further information, please see the Enterprise Fund Budget Book, at the link above.
42 – Authorize Expenditure from PEG Access & Cable-Related Fund	The Finance Committee recommends Affirmative Action on this article. This is a routine, non-controversial annual action authorizing the Town Manager to expend the cash on hand and revenue generated by Comcast from its Concord customers on cable-related purposes in accordance with the Town's license agreement.
43 – Annual Appropriation of Parking Meter Receipts	The Finance Committee recommends Affirmative Action on this article. This Article authorizes the Town Manager to use the parking meter receipts for the purposes outlined in Article 43.
44- Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws. c. 44, §53E1/2	The Finance Committee recommends Affirmative Action on this article. This is a routine authorization of annual spending limits from Revolving Funds, expenditures make pursuant to the Town's Revolving Fund By-Law with the approval of the Town Manager.
45- Unpaid Bills	The Finance Committee has not taken a position on this article. If the article is moved at Town Meeting, the Committee will take a vote at Town Meeting and report the results to Town Meeting at that time.
46 – Debt Rescission	The Finance Committee has not taken a position on this article. If the article is moved at Town Meeting, the Committee will take a vote at Town Meeting and report the results to Town Meeting at that time.

**The Proposed Budget Appropriation
for the year beginning July 1, 2023 (FY24)**

		FY24: Warrant location reference	Appropriated FY23	Proposed FY24	percent change	percent of total
Town Government						
	General Government	Art. 9, item 1	\$ 4,194,241	\$ 5,429,003		4.11%
	Legal Services	Art. 9, item 2	450,000	450,000		0.34%
	Finance	Art. 9, item 3	2,386,111	2,473,813		1.87%
	Planning & Land Management	Art. 9, item 4	2,213,816	2,505,856		1.90%
	Human Services, including Library	Art. 9, item 5	3,536,272	3,451,331		2.61%
	Public Safety (Police & Fire)	Art. 9, item 6	10,992,462	11,928,437		9.03%
	Public Works	Art. 9, item 7	4,627,600	4,958,795		3.75%
	Unclassified	Art. 9, items 8 & 11	51,609	75,000		0.06%
	Reserve Fund	Art. 9, item 9	225,000	200,000		0.15%
	Salary Reserve	Art. 9, item 10	1,057,935	755,000		0.57%
		Subtotal, Town Gov't	\$ 29,735,046	\$ 32,227,235	8.38%	24.39%
Employee Benefits (Town and CPS only):						
	Group Insurance	Art. 9, item 12A	\$ 7,468,322	\$ 8,140,471		6.16%
	OPEB Trust		0	0		0.00%
	Retirement (pension funding)	Art. 9, item 14A & B	4,882,471	5,049,675		3.82%
	Social Security & Medicare	Art. 9, item 15	942,064	989,168		0.75%
	Total Employee Benefits		\$ 13,292,857	\$ 14,179,314	6.67%	10.73%
Town and School (CPS) debt service						
	debt repayment within levy limit		\$ 4,235,101	\$ 4,527,700	6.91%	3.43%
	debt excluded from levy limit		2,986,504	3,909,764	30.91%	2.96%
	Total tax-supported	Art. 9, item 16	\$ 7,221,605	\$ 8,437,464	16.84%	6.39%
		total debt service	\$ 7,221,605	\$ 8,437,464	16.84%	6.39%
	Property & liability insurance	Art. 9, item 12C	378,000	406,350	7.50%	0.31%
	Unemployment/Worker's Comp	Art. 9, item 13	262,449	301,818	15.00%	0.20%
		Article 9, total:	50,889,957	55,552,181	9.16%	42.04%
	OPEB Trust, General Fund	Article 12	1,401,347	1,364,609		1.03%
	Capital Outlay, Cash	Article 11	1,509,700	1,725,000	14.26%	1.31%
	Minuteman Tech Regional HS		\$ 987,159	\$ 1,154,162	16.92%	0.87%
	Minuteman Tech Regional HS- debt		521,385	488,844	-6.24%	0.37%
		Article 15	1,508,544	1,643,006	8.91%	1.24%
	Concord Public Schools (CPS)	Article 17	\$ 43,010,486	\$ 45,197,176	5.08%	34.20%
	Concord-Carlisle Regional HS	Operations	\$ 21,782,979	\$ 22,302,834	2.39%	16.88%
	(Concord's assessment share)	Debt Service	3,179,377	3,055,012	-3.91%	2.31%
		Article 16	\$ 24,962,356	25,357,846	1.58%	19.19%
	Other Articles		4,500	4,500		0.00%
	TOTAL Town Meeting appropriations		\$ 123,286,890	130,844,318	6.13%	99.02%
Not Appropriated:						
	State assessments (mostly for MBTA)		\$ 565,188	\$ 596,699	5.58%	0.45%
	Snow & Ice expense account deficit		200,000	200,000		0.15%
	Overlay for tax exemptions and abatements		500,000	500,000	0.00%	0.38%
			\$ 1,265,188	\$ 1,296,699	2.49%	0.98%
	TOTAL SPENDING PLAN		\$ 124,552,078	\$ 132,141,017	6.09%	100.00%

DETAILED REVIEW OF SELECTED WARRANT ARTICLES

Article 7: Use of Free Cash to Reduce the Tax Levy

The accumulation and use of “Free Cash”, which is the available undesignated fund balance of the General Fund, is an important component of the Town’s overall financial management policies. These policies maintain the Town’s ability to respond to emergencies, promote the stability of service levels and control the rate of tax levy change.

The undesignated fund balance may be appropriated in either of two forms: (1) for specific expenditures or (2) to reduce the tax levy that otherwise would be required. The available amount is calculated and certified each year by the Commonwealth’s Department of Revenue based upon the balance sheet submitted by the Town.

The General Fund Balance, sometimes referred to as “surplus” or “surplus revenue,” is the amount by which cash and receivables exceed current liabilities and commitments. In a business sense, this might be thought of as “liquidity.” In a personal sense, it can be thought of as “available savings”.

It is customary for the Annual Town Meeting to allocate some portion of the General Fund Balance to the support of the ensuing year’s expenditure plan. In some years, these savings used are more than replenished from operations, while in other years the year-end return from unexpended appropriations and from revenue surpluses (if any) is insufficient to fully restore the Town’s accumulated reserves. The sums voted by each annual Town Meeting for use in the ensuing fiscal period are deducted and reserved prior to each June 30 certification.

Free Cash Appropriations

The Town Finance Department estimates that the Free Cash certified as of July 1, 2022 will be \$7,588,250, or 6.1% of the FY23 budget total. That is at the low end of, but still within, the range of 5-10% of the budget that is consistent with the Town’s fiscal policy and with prudent management to preserve the Town’s excellent bond rating.

This year’s Annual Town Meeting Warrant includes two articles seeking Free Cash appropriations. The Finance Committee recommends favorable action on each of those requests.

- Article 7 appropriates \$1,000,000 to reduce the Tax Levy. This is consistent with past practice and the proposed amount is consistent with the Finance Committee’s FY24 Guidelines.
- Article 20, which is discussed in more detail below, transfers \$250,000 from Free Cash to the Middle School Stabilization Fund, to mitigate the impact on property taxes that will result from the borrowing being done to finance the Middle School construction.

If approved, these uses of Free Cash would reduce the balance to \$6,388,250 or about 5.06% of budget before adjusting for FY23 budget results, which would still fall within the Town's stated Free Cash policy.

Below is a chart showing historical activity relative to Free Cash Appropriations through the 2022 Annual Town Meeting.

Availability of Free Cash for Appropriation			Use of Free Cash for Appropriation					
Certification Year (As of June 30th)	Free Cash Available for Appropriation	Percent of Next Year's Budget (from cert. date)	Fiscal Year	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriation from Free Cash	Appropriated for Willard School Borrowing	Total Free Cash Use
2007	8,003,063	11.5%	2009	600,000	2,500,000			3,100,000
2008	7,371,061	10.0%	2010	600,000			440,000	1,040,000
2009	8,471,337	11.2%	2011	600,000		34,430 (1)		634,430
2010	8,635,340	11.1%	2012	850,000		24,822 (1)		874,822
2011	9,567,656	11.9%	2013	850,000	2,000,000			2,850,000
2012	9,357,662	11.3%	2014	850,000	750,000			1,600,000
2013	9,664,489	11.2%	2015	850,000	750,000			1,600,000
2014	11,084,916	12.3%	2016	950,000	750,000	625,000 (2)		2,325,000
2015	11,040,933	11.5%	2017	1,000,000				1,000,000
2016	12,605,955	12.8%	2018	1,000,000		1,000,000 (3)		2,000,000
2017	10,798,936	10.4%	2019	1,000,000				1,000,000
2018	11,683,672	10.7%	2020	1,000,000		\$ 500,000 (4)		1,500,000
2019	11,839,956	10.1%	2021	1,715,000	2,000,000	550,000		4,265,000
2020	6,398,206	5.5%	2022	1,000,000				1,000,000
2021	7,695,461	6.5%	2023	1,000,000	500,000	500,000		2,000,000
			Proposed					
2022	7,558,250		2024	1,000,000	250,000			1,250,000

Note: Free Cash is certified by the State as of each June 30th. Once this is done, certified free cash becomes available for Town Meeting appropriation.

Article 9: FY24 Budget

Article 9 consists of sixteen separate appropriation accounts. Once voted, funds cannot be transferred between these accounts except by Town Meeting action, or at fiscal year-end in accordance with MGL Chapter 44, Section 33B.

For Guidance Purposes, these accounts are grouped into two categories:

- The Town Operating Budget, Items 1-11 is recommended at \$32,227,235 for FY2024, which is an increase of \$2,492,189 or 8.38% from the current year General Fund, inclusive of transfers from Enterprise Funds; and
- The joint Town-CPS accounts, Items 12-16, are recommended at \$23,324,946. This is an increase of \$2,170,035 or 10.3%, generally as a result of an increase in projected health insurance expense and in increase in debt service expense.

The joint Town-CPS group of accounts includes Employee Group Insurance, the Other Post-Employment Benefits (OPEB) Trust Fund, the Town's annual required payment to the employee (non-teacher) pension fund, property and liability insurance covering the Town and CPS, and the debt service account covering debt issued for both the Town and CPS capital projects, both debt service within the levy limit and debt service on bonds voted by the town electorate to be paid from tax levies above the levy limit. Effective management of these accounts is strengthened by consolidating the Town government and Concord Public Schools components rather than dividing these accounts between Town and School appropriations.

Item 16, Debt service includes \$3,909,764 for principal and interest excluded from the levy limit by past votes of the electorate (refer to the section in this Report on excluded debt).

The Town Manager's Proposed Budget document was published on February 22, 2023 and is available on the Town website: [FY2024 | Concord, MA \(concordma.gov\)](#). Here, you will find a detailed review of each account. The Finance Committee reviewed this document with the Town Manager and conducted its required Public Hearing on March 1, 2023. The Finance Committee recommends the adoption of the Town Government budget as proposed by the Town Manager.

			Appropriated FY23		Proposed FY24	percent change	
Operations Accounts (1-11)							
1	General Government		\$	4,194,241	\$	5,429,003	29.44%
2	Legal Services			450,000		450,000	0.00%
3	Finance			2,386,111		2,473,813	3.68%
4	Planning & Land Management			2,213,816		2,505,856	13.19%
5	Human Services, including Library			3,536,272		3,451,331	-2.40%
6	Public Safety (Police & Fire)			10,992,462		11,928,437	8.51%
7	Public Works			4,627,600		4,958,795	7.16%
8	Employee Wellness			26,609		75,000	181.86%
9	Reserve Fund			225,000		200,000	-11.11%
10	Salary Reserve			1,057,935		755,000	-28.63%
11	Land Fund			25,000		0	-100.00%
		Total: subject to Guideline	\$	29,735,046	\$	32,227,235	8.38%
Town and School (CPS) debt service							
16A	debt repayment within levy limit		\$	4,235,101	\$	4,527,700	6.91%
16B	debt excluded from levy limit			2,986,504		3,909,764	30.91%
		subtotal: Debt Service	\$	7,221,605	\$	8,437,464	16.84%
Employee Benefits (Town and CPS only):							
12A	Group Insurance		\$	7,468,322	\$	8,140,471	9.00%
12B	OPEB Trust			0		0	
14	Retirement (pension funding)			4,882,471		5,049,675	3.42%
15	Social Security & Medicare			942,064		989,168	5.00%
		Subtotal: Employee Benefits	\$	13,292,857	\$	14,179,314	6.67%
Other Expenses (Joint Accounts)							
13	Property & liability insurance		\$	378,000	\$	406,350	7.50%
12C	Unemployment/Worker's Comp			262,449		301,818	15.00%
		Subtotal: Other Expenses	\$	640,449	\$	708,168	10.57%
		Total: Non-Guideline	\$	21,154,911	\$	23,324,946	10.26%
		Total Article 9	\$	50,889,957	\$	55,552,181	9.16%

Article 11: Capital Improvement and Debt Plan

A Capital Improvement Program (often called a Capital Plan) is a long-range planning tool where the capital needs of a community, as identified through extensive public dialogue and Town and School staff work, meet up with thoughtful long-term financial planning. Debt financing for portions of the capital help spread out the costs over the useful life of a project or equipment as may be desired – or necessary.

Debt issued under the General Fund are so-called General Obligation (GO) bonds, that is they are backed by full the full support of the Town. Debt that is issued for the Enterprise funds could be Revenues or GO bonds and will be discussed under those budgets.

Capital planning is subject to the following guidelines:

- The allocation for Town and K-8 Schools should be in the range of 7% to 8% of those budgets.
- At least 1/3 of the capital needs should be met from current resources (not borrowed).
- Debt should be issued with shorter maturities to ensure rapid repayment, with the goal of 60% principal repayment within five years and 90% repayment within ten years.
- The amount of debt service must be undertaken cautiously, so as not to crowd out the Town and School operating budgets. Interest costs should be minimized.
- Either debt or capital may be excluded from the general fund tax levy if approved by the voters. The Town typically requests excluded debt for large building improvement projects, such as the new Middle School, where repayment will be over a longer period.

For FY24, the capital allocation target is determined as follows:

Joint Costs not subject to Finance Committee Guidelines	\$ 22,076,489
Finance Committee Guidelines for Town	\$ 33,977,234
Finance Committee Guidelines for Concord Public Schools	<u>\$ 44,429,832</u>
	\$100,483,555
Target range 7% to 8%	\$7.0 million to \$8.0 million
Proposed for capital	\$1,725,000
Existing debt service	<u>\$4,527,700</u>
	\$6,252,700 is 6.2%

In FY24 and FY25, a total of \$1,330,000 from ARPA funding will supplement the general fund (GF) spending, such that investments in infrastructure and equipment will meet the Town's Financial Policies 7% to 8% target ranges as shown below:

	Proposed FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28
Capital (GF)	\$ 1,725,000	\$ 2,000,000	\$ 2,284,500	\$ 2,373,500	\$ 2,292,500
Capital (ARPA)	\$ 1,130,000	\$ 200,000			
Debt Service (GF)	\$ 4,527,700	\$ 4,923,800	\$ 5,448,850	\$ 5,721,790	\$ 6,278,100
Total Spending	\$ 7,382,700	\$ 7,123,800	\$ 7,733,350	\$ 8,095,290	\$ 8,570,600
	7.35%	6.88%	7.26%	7.42%	7.65%
<i>Capital allocation</i>	39%	31%	30%	29%	27%
<i>Debt allocation</i>	61%	69%	70%	71%	73%

Due to budget uncertainty, capital spending was reduced during the pandemic. Less spending on operational equipment and infrastructure often leads to increased maintenance costs, and possible increases in safety risks for staff and the public. However less spending on new projects may be more easily deferred.

The Town spent a great deal of time in the past year planning out a financially prudent recovery path. The result was a new capital plan built from scratch, that acknowledges inflation and supply chain disruptions. It places an emphasis on safety and reducing maintenance expenses. As previously described, temporary ARPA funds play a key role in this spending recovery, especially in FY24.

One remaining weakness in this plan is an over-reliance on new debt, as projected capital spending falls below the Town's 33% Financial policy and debt spending exceeds 70%. To reduce reliance on debt, the capital plan does continuously raise the bar on capital costs that qualify to be debt financed over the ten-year period. In recent years, items below \$100,000 were debt financed; this plan raises that minimum to \$200,000 in FY24 and gradually to \$600,000 by FY33. Funding for road repairs compose about half of the proposed new debt each year and pose the single biggest funding challenge.

The capital projects and equipment included in this plan were said to be critical from an operational planning standpoint. However, all items will be re-evaluated if additional capital funding does not become available – an acknowledgement of the previously described operating budget gap facing the Town in the next few years.

The Town has recently begun a discussion with the Schools over capital planning process improvements.

Certainly, capital planning deserves a full seat at the table as the community discusses broad financial planning for the years ahead.

Below is a summary of the ten-year Capital Plan, followed by planned new debt issuance:

Town Capital Spending planned FY24-FY33

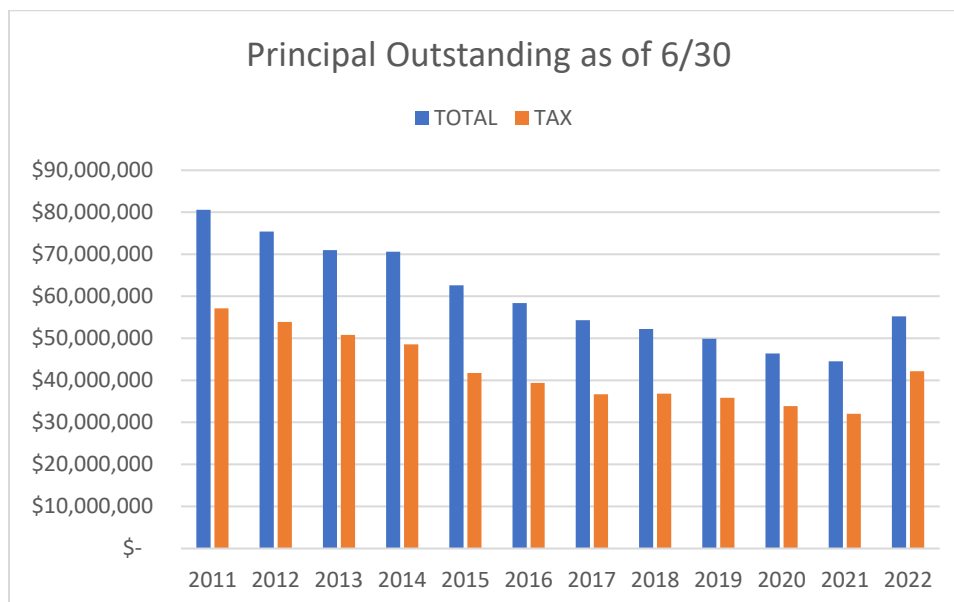
Department	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Town Manager's Office	\$ 35,000	\$ 100,000	\$ 175,000	\$ 100,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Facilities	\$ 355,000	\$ 230,000	\$ 340,000	\$ 140,000	\$ 585,000	\$ 160,000	\$ -	\$ 600,000	\$ -	\$ 440,000
Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technology	\$ 120,000	\$ 260,000	\$ 510,000	\$ 520,000	\$ 155,000	\$ 120,000	\$ 300,000	\$ 100,000	\$ 130,000	\$ 180,000
Public Library	\$ 15,000	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 20,000
Planning & Land Mgmt	\$ 55,000	\$ 50,000	\$ 50,000	\$ 20,000	\$ 20,000	\$ 325,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 30,000
Public Safety - Fire	\$ 155,000	\$ 320,000	\$ 324,500	\$ 676,000	\$ 462,500	\$ 364,000	\$ 312,500	\$ 80,000	\$ 92,500	\$ 75,000
Public Safety - Police	\$ 195,000	\$ 345,000	\$ 232,500	\$ 260,000	\$ 210,000	\$ 367,500	\$ 325,000	\$ 322,500	\$ 227,500	\$ 337,500
Public Works - eng/road	\$ 285,000	\$ 315,000	\$ 272,500	\$ 247,500	\$ 305,000	\$ 255,000	\$ 262,500	\$ 262,500	\$ 270,000	\$ 270,000
Public Works - parks	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Public Works - equipment	\$ 450,000	\$ 335,000	\$ 330,000	\$ 335,000	\$ 530,000	\$ 555,000	\$ 535,000	\$ 335,000	\$ 10,000	\$ 10,000
GRAND TOTAL	\$ 1,725,000	\$ 2,075,000	\$ 2,309,500	\$ 2,373,500	\$ 2,342,500	\$ 2,229,000	\$ 2,142,500	\$ 1,807,500	\$ 837,500	\$ 1,427,500

New debt issuance planned FY24-FY33

Department	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Schools	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Town Manager's Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ -	\$ -	\$ 750,000	\$ 1,000,000	\$ 2,100,000	\$ 1,000,000	\$ 1,750,000	\$ -	\$ -	\$ -
Finance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technology	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Library	\$ -	\$ 500,000	\$ -	\$ 600,000	\$ -	\$ 700,000	\$ -	\$ 800,000	\$ -	\$ 900,000
Planning & Land Mgmt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Safety - Fire	\$ 210,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ 850,000	\$ -
Public Safety - Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works - eng/road	\$ 3,590,000	\$ 4,040,000	\$ 3,850,000	\$ 4,750,000	\$ 5,000,000	\$ 5,400,000	\$ 5,350,000	\$ 4,700,000	\$ 4,750,000	\$ 4,700,000
Public Works - parks	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works - equipment	\$ 300,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL	\$ 5,000,000	\$ 6,000,000	\$ 6,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 6,500,000	\$ 6,500,000

Debt Overview, Existing Obligations

As of June 30, 2022, the Town of Concord's outstanding direct debt (principal only) was \$55,223,550, of this amount, \$42,149,439 is tax-supported

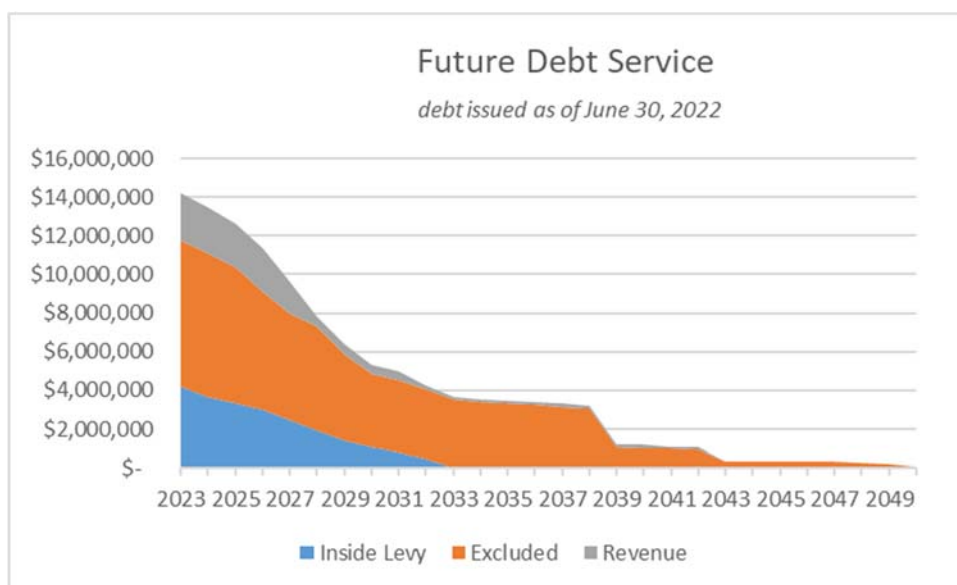


Additionally, the Town also has the following Authorized but Unissued Debt as a result of previous Town Meeting actions.

Town of Concord, MA		Authorized, but Unissued Debt as of June 30, 202			
Authorization	Purpose	Authorized	Issued	Rescinded/ Resized	Unissued as of 06/30/22
21(2)-ATM-2018	Trail Improvements	\$ 75,000.00	\$ (25,000.00)	\$ (50,000.00)	\$ -
31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$ 600,000.00	\$ (200,000.00)	\$ (400,000.00)	\$ -
11-ATM-2020	Warner's Pond Dredging	\$ 500,000.00		\$ (500,000.00)	\$ -
13(1)-ATM-2021	Municipal Building Renovations	\$ 195,000.00	\$ (195,000.00)		\$ -
13(6)-ATM-2021	White Pond Improvements	\$ 500,000.00	\$ (500,000.00)		\$ -
13(9)-ATM-2021	Ralph Waldo Emerson House Museum Improvements	\$ 325,000.00		\$ (325,000.00)	\$ -
13(10)-ATM-2021	Warner's Pond Dredging	\$ 1,250,000.00	\$ (1,250,000.00)		\$ -
13(11)-ATM-2021	Ladder Truck #1 refurbish	\$ 250,000.00	\$ (250,000.00)		\$ -
13(12)-ATM-2021	Fire Dept SCBA	\$ 350,000.00	\$ (245,000.00)	\$ (105,000.00)	\$ -
13(13)-ATM-2021	Roadway Improvements 2021	\$ 1,750,000.00	\$ (1,300,000.00)	\$ (450,000.00)	\$ -
13(13)-ATM-2021	Drainage Improvements & Sidewalks	\$ 1,750,000.00	\$ (330,000.00)	\$ (1,420,000.00)	\$ -
ATM-2021	Future Capital ***	\$ 120,000.00		\$ (120,000.00)	\$ -
13-14-15-ATM-2021	CPW Heavy Equipment (Park/Tree)	\$ 480,000.00	\$ (245,000.00)	\$ (235,000.00)	\$ -
13-14-15-ATM-2021	CPW Equipment (Highway)	\$ 400,000.00	\$ (235,000.00)	\$ (165,000.00)	\$ -
ATM-2021	Concord Public School Renovations	\$ 900,000.00			\$ 900,000.00
10-ATM-2022	Concord Public School Renovations	\$ 900,000.00			\$ 900,000.00
10-ATM-2022	Roadway Improvements 2022	\$ 2,000,000.00			\$ 2,000,000.00
10-ATM-2022	CPW Culvert & Bridge Improvements	\$ 772,000.00			\$ 772,000.00
10-ATM-2022	CPW Traffic Improvements	\$ 382,000.00			\$ 382,000.00
10-ATM-2022	CPW Heavy Equipment	\$ 362,000.00			\$ 362,000.00
10-ATM-2022	Gerow Park Improvements	\$ 200,000.00			\$ 200,000.00
10-ATM-2022	Emerson Basketball Court Improvements	\$ 150,000.00			\$ 150,000.00
10-ATM-2022	Municipal Building 133-135 Ketes Road Roof Repairs	\$ 581,250.00			\$ 581,250.00
10-ATM-2022	Municipal Building General Improvements	\$ 52,750.00			\$ 52,750.00
STM-2022	Middle School Building	\$ 102,816,000.00	\$ (11,505,000.00)	\$ (495,000.00)	\$ 90,816,000.00
42-ATM-2013	Septic System Betterment	\$ 2,000,000.00	\$ (1,487,662.00)	\$ -	\$ 512,338.00
28-ATM-2016	Water System Improvements, Water Treatment Plant	\$ 13,665,000.00	\$ (2,000,000.00)	\$ -	\$ 11,665,000.00
28-ATM-2016	Water System Improvements, Reservoir Improvements	\$ 965,000.00	\$ -	\$ -	\$ 965,000.00
28-ATM-2016	Water System Improvements, Nagog Water Intake	\$ 1,870,000.00	\$ (1,000,000.00)	\$ -	\$ 870,000.00
43-ATM-2019	Water Main Replacement	\$ 4,000,000.00	\$ (2,000,000.00)		\$ 2,000,000.00
24-ATM-2017	Telecommunications	\$ 1,000,000.00	\$ (131,000.00)	\$ -	\$ 869,000.00
26-ATM-2017	Smart Grid Improvements	\$ 3,000,000.00	\$ -	\$ -	\$ 3,000,000.00
	Totals:	\$ 147,311,000.00	\$ (25,896,662.00)	\$ (4,417,000.00)	\$ 116,997,338.00

The chart below shows all of the Town's debt service as of June 30, 2022. Note that the debt inside the tax levy is ten years or shorter, and there is a minimal amount of revenue (enterprise fund) debt. The Town issued \$12 million for the Middle School building project in June 2022, explaining the increase in excluded debt shown below compared to one year ago.

As mentioned previously, when this chart is updated for June 30, 2023, it will include about \$50 million (or about half) of the Middle School building project, as well as other debt previously authorized and shown on the previous table.



Article 15: Minuteman Regional Vocational Technical High School District

Concord's fiscal year 2024 (FY24) assessment for the Minuteman Regional Vocational Technical High School (Minuteman) is \$1,643,006, which is an increase of \$134,462 or 8.9% over fiscal year 2023 (FY23). The assessment increase is driven by Concord's increasing enrollment (36 students in FY23 compared to 33 students in FY22) as well as increased operating costs and debt service associated with the new Minuteman building. The formula for assessments relies in part on a four-year rolling average of enrollments. Based on Concord's latest four-year average enrollment of 29.5 students, we bear approximately 6.1% of Minuteman's assessed costs.

The Minuteman district includes Concord and 8 other member towns whose assessments are a function of proportional enrollment based on State mandated funding formulas that cover overall Minuteman costs, including debt service. Non-member communities may send students to Minuteman if there is space available. They are required to pay tuition (as determined by State formula) and a capital fee which defrays member town's assessments.

The Finance Committee has voted to recommend affirmative action on this article.

Article 16: Concord-Carlisle Regional High School Budget (CCRSD)

The FY24 Concord assessment for CCRSD is \$25,357,846, including \$22,302,834 for the operating budget and \$3,055,012 for debt service. This represents a 1.6% increase over the FY23 assessment. This appropriation is below the guideline of 2.4% established by the Finance Committee.

For both towns, a regional FY24 budget request of \$37,811,098. was approved by the CCRSD School Committee. The total FY24 increase over FY23 was 3.5%, with Carlisle continuing to receive a larger percentage increase in the assessment of the total budget increase due to a changing mix of the student population.

Details of all expense line items in the proposed budget can be found in the Superintendent's presentation found at <https://www.concordps.org/wp-content/uploads/2023/01/FY24-CCRSD-SUPERINTENDENTS-RECOMMENDED-BUDGET-12-20-2022.pdf>.

Overall enrollment levels at the high school are expected to remain relatively level through FY 25 with an enrollment count of 1244 students. Concord's share of student enrollment decreased slightly, resulting in Concord's FY24 assessment rate of 76.26% and Carlisle's of 23.74%. The expectation is that Carlisle's share of total enrollment will continue to increase in subsequent years, resulting in a decrease to Concord's annual assessment percent.

The instructional leadership budget category which includes school leadership, teachers, paraprofessionals, and instructional hardware totals \$20,492,291, accounts for 54% of the budget and is increasing 4.4% over the FY23 amount.

Budget categories with increasing costs, identified as budget drivers, with salary and salary adjustments accounting for the largest portion of the increases. The increases include teacher's salary (\$727,000 or 4.8%); salary-support staff (\$211,000 or 7.2%); health insurance (\$269,000 or 18%); liability insurance (\$88,000 or 195.6%) retirement plan assessment (\$120,000 or 16%); maintenance and operations (\$73,000 or 3.6%) and transportation (\$123,000 or 4.4%).

Budget categories with decreasing costs in FY24 include out of district tuitions (\$55,000 or 2.7%); administration (\$39,000 or 2.4%); fixed assets (\$96,303 or 21.3%) and debt service (101,145 or 2.5%).

The Finance Committee has voted to recommend affirmative action on this article.

Article 17: Concord Public Schools (CPS)

The CPS budget for FY24 presented by the Superintendent and approved by the School Committee is \$45,047,176, which represents a 4.74% increase above the FY23 budget. This CPS budget exceeds the Finance Committee's guideline figure of 3.3% by 1.44 percentage points (see the Guidelines section of this report for further discussion).

Details of all expense line items in the proposed budget can be found in the Superintendent's presentation found at <https://www.concordps.org/wp-content/uploads/2023/01/FY24-CPS-SUPERINTENDENTS-RECOMMENDED-BUDGET-12-6-2022.pdf>. The biggest drivers of the increase in the CPS budget for FY24 include: teaching & instructional support (increase of \$1.618M, or 4.8%, over FY23 – of which \$1.345M is for an increase in CTA salaries); "Other School Services" (primarily for nurses and transportation costs – representing an increase of \$277K, or 9.4%, over FY23); maintenance and operations (primarily utility costs – representing an increase of \$120K, or 3.5%, over FY23); and out-of-district tuition (increase of \$236K, or 15.7%, over FY23), which was driven specifically by state approval of a 14% tuition rate increase.

K-8 student enrollment as of October 2022 stands at 1,891, which is a slight decrease of 57 over the prior year. The FY24 budget requests a total of 427.15 FTEs, an increase of 7.35 over FY23.

The Finance Committee has voted to recommend affirmative action of a FY24 CPS budget that aligns with the guideline established by the Committee, or \$44,429,832.

Article 18: Concord Public Schools Capital Projects

Note: At the time of this report's production, the details of this article remain under development. Included here is a high-level summary based on details presented to the Finance Committee in early March. The capital plan for Concord Public Schools requests the authorization of \$900,000 for debt within the levy limit to be expended under the direction of the School Committee, the same amount authorized in fiscal years 2022 and 2023. Items to be addressed include HVAC upgrades at Ripley (\$745,000), loading dock repairs and campus master plan at Thoreau (\$30,000 and \$25,000 respectively), and safety reserves at Sanborn and Peabody (\$50,000 at each school).

The Finance Committee has not yet taken a position on this article.

Article 19: Concord Public Schools – Fields and Landscaping

The School Committee is requesting approval for an additional \$1,802,000 in excluded debt for sports fields and landscaping for the new Middle School. The increased Middle School appropriation of \$110,016,000, as approved at the January 2023 Special Town Meeting and subsequent ballot vote, included the construction of sports fields and landscaping.

However, in case the project bids (due in late April) exceed the appropriated amount, the Building Committee identified several aspects of the project as “deduct alternates”, whereby bidders can include lower bids based on scope reductions. “Deduct alternates” are used in cases where the bids are expected to be very close to the owner's construction budget but require some minor budget relief. The Middle School Building Committee identified several items including the construction of sports fields and landscaping as “deduct alternates”.

The School Committee expects to move the article if the lowest bid within the \$110,016,000 appropriation makes use of the fields and landscaping “deduct alternate”. Approval of this article will add \$1.8 million to the new Middle School budget for a total of \$111,818,000.

The Finance Committee has not taken a position on this article. If the School Committee does move the article at Town Meeting, the Committee will discuss it prior to Town Meeting and report the results of any Committee vote in a recommendation to Town Meeting at that time.

Article 20: Appropriation to Middle School Stabilization Fund

The Finance Committee is recommending the Town appropriate \$1.0 million to the Middle School debt stabilization fund established in September 2020. \$250,000 would be sourced from Free Cash and \$750,000 would be sourced from the Assessor's Overlay Surplus.

The appropriation would bring the debt stabilization balance to \$4.5 million; the goal is to build a \$5 million stabilization fund over the next two years. Application of a \$5 million reserve during fiscal years '25 - '28 will help to smooth the growth in the tax bill as taxpayer's bear the full impact of the Middle School debt while continuing to pay the few remaining years of the Elementary School debt.

The Finance Committee has voted to recommend affirmative action on this article.

Article 26: Community Preservation Committee

The Commonwealth of Massachusetts adopted the Community Preservation Act (CPA) in 2004. This act allows a town within the Commonwealth to collect a surcharge on property tax bills which are then supplemented by a state match. In 2004, the Town of Concord approved a 1.5% surcharge and voted to exempt the first \$100,000 of assessed value before calculating the surcharge. There are also certain exemptions for low income and senior taxpayers.

The law restricts the use of these funds to:

- Open space;
- Community housing;
- Historic preservation; and

- Recreational use.

Furthermore, the law specifies that a minimum of 10% of total funds must be appropriated or reserved each year for each of these three categories: open space; community housing and historic preservation. The Commonwealth's matching funds are generated by a surcharge on Registry of Deeds fees from real property transaction and mortgage refinancing activity. Our proportion of funds had been declining in recent years due to more communities participating in the program; however, the MA state budget increased recording fees in FY20 thus resulting in a slight increase in matching funds. In FY24, the match is expected to be 29.34% or approximately \$410,422.

The Town's Community Preservation Committee (CPC) is charged with the task of "studying the needs, possibilities and resources of the Town regarding community preservation." The committee consists of 9 members, 4 of whom are appointed by the Select Board and 5 who represent other boards and committees within town. This group evaluates applications for funding by way of a series of open meetings with applicants and site visits. These deliberations result in their annual recommendation to Town Meeting.

In FY24, the CPC is proposing to fund 8 specific projects in addition to \$40,000 to cover program staff and technical administration and \$33,000 for Concord's share of the Regional Housing Services Program for a total of \$1,839,680. All money will be appropriated from projected FY24 fund revenues.

The proposed FY24 allocation meets the minimum requirements:

Recreation	\$347,725	19%
Open Space	\$347,725	19%
Historic Preservation	\$571,230	31%
Community Housing	\$533,000	29%
Administration	\$40,000	2%
	\$1,839,680	100%

In accordance with state law, Town Meeting may affirm, reject, or reduce the allocation for any project recommended by the CPC but may not increase an allocation and may not add a project not already put forward by the CPC.

Article 26 shown on pages 21 and 22 of the *Warrant for Annual Town Meeting* indicates 10 items marked as A – J. The Community Preservation Committee voted affirmatively for all items. The Finance Committee upon review of all available information at the time of this publication voted affirmatively on all items EXCEPT for item E – Warner's Pond Restoration Project. The sense of the Finance Committee is that insufficient information is available to make an informed financial decision. Although the timeline for deciding this project is unknown, if sufficient progress is made

for selecting and cost-estimating an alternative, then the Finance Committee will consider and announce its decision at Annual Town Meeting.

Articles 24; 31-42 Town Enterprise Fund Budgets

Each of the seven budget presentations focuses on the projection of operating income and net income. The long-term objective in the management of each enterprise is to generate sufficient income from current operations to fund operating and capital needs without tax support. In general, debt financing of enterprise infrastructure should be employed only to finance system expansion. Resources derived from recording depreciation as an operating expense plus the net income realized from operations should, over a span of years, provide for the continuous reinvestment in the maintenance and renewal of enterprise physical assets. The Town has a long record of successfully operating its enterprises on this basis.

Operating income of each fund is the difference between operating revenues and operating expenses. Certain revenues and expenses are not the result of operations but must be added to or subtracted from **operating income** to arrive at **net income**. These non-operating transactions include:

Revenues:

- Interest earnings on available cash balances, and
- Fees not associated with operations, such as the electric underground surcharge and the sewer improvement fee.

Expenses:

- Interest paid on debt (bonds and notes).

The budgets proposed for FY24 (calendar year 2023 for CMLP), and the related projections of operating and net income are:

	Operating Revenue	Operating Expenditure	Operating Income	Net Income
Light Fund	\$ 37,516,865	\$ 35,077,975	\$ 2,438,890	\$ 2,000,174
Telecom. Fund	\$ 1,704,978	\$ 1,354,363	\$ 350,615	\$ 311,270
Water Fund	\$ 7,600,970	\$ 5,503,198	\$ 2,097,771	\$ 1,812,948
Sewer Fund	\$ 3,673,027	\$ 3,623,124	\$ 49,903	\$ 278,698
Solid Waste Fund	\$ 1,995,833	\$ 2,391,262	\$ (395,429)	\$ (395,429)
Beede Center Fund	\$ 2,465,700	\$ 2,521,347	\$ (55,647)	\$ (35,647)
Recreation Fund	\$ 2,423,832	\$ 2,728,178	\$ (304,346)	\$ (304,346)
MMN Fund	\$ 334,745	\$ 402,557	\$ (67,812)	\$ (67,812)

One measure for determining whether an enterprise has sufficient resources to fund necessary capital improvements is to: (a) sum net income plus cash generated from recording depreciation expense and (b) subtract debt principal repayments and transfers in the form of Payments in Lieu of Taxes or PILOT (for the CMLP only). This arrives at the net resources available for replacement

and renewal of plant and equipment. For each enterprise, this amount can then be compared to the planned capital outlay expenditure, as shown in the following table.

<u>Proposed Capital Plan</u>	<u>Light</u>	<u>Water</u>	<u>Sewer</u>	<u>Beede</u>
Net Income Projected	\$ 2,311,444	\$ 1,812,948	\$ 278,698	\$ (35,647)
Depreciation Expense	\$ 2,084,119	\$ 1,454,274	\$ 1,210,834	\$ 380,739
Subtotal	\$ 4,395,563	\$ 3,267,222	\$ 1,489,532	\$ 345,092
Less:				
Debt Principal Payment	\$ 563,000	\$ 3,425,337	\$ 637,843	\$ -
CMLP PILOT Payment	\$ 459,000	\$ -	\$ -	\$ -
Net Resources derived from Current Operations and available for Capital Purposes	\$ 3,373,563	\$ (158,115)	\$ 851,689	\$ 345,092

The planned FY24 capital expenditures of each enterprise (exclusive of expenditures that will be funded by debt issuance) are as follows:

<u>Capital Outlay</u>	<u>Light</u>	<u>Water</u>	<u>Sewer</u>	<u>Beede</u>
	\$5,154,484	\$3,093,500	\$992,600	\$153,200

It is not necessary that net resources from current operations equal or exceed the actual or planned Capital Outlay for each year. If an enterprise has greater capital outlay needs, the difference can be financed from the available cash balance of the fund. Over the long-term, it is the objective to manage each of these enterprises so that the cost for replacement and renewal of plant and equipment will be met from cash generated by current operations.

In some cases, there is additional funding available for capital purposes. For example, the Light Plant conducts work to place utility wires underground and these projects are financed from the accumulated balance of the Underground Fund.

Additional detailed information on each of the funds can be found in the FY24 Enterprise Fund Budget Book which is posted on the Town's website at:

<https://concordma.gov/DocumentCenter/View/41295/FY24-Enterprise-Budget-Book>

Appendices:

- Appendix One: Glossary of Terms Commonly Used in Municipal Finance
- Appendix Two: Proposition 2&1/2 - the Levy Limit Explained
- Appendix Three: Report on Reserve Fund Activity
- Appendix Four: Select Board Recommendations on Articles
- Appendix Five: 2023 Consent Calendar
- Appendix Six: New Classification & Compensation Plan for Regular-Status Positions
- Appendix Seven: 2023 Annual Town Meeting Warrant

Appendix One:

Glossary of Terms Commonly Used in Municipal Finance

Abatement: A complete or partial cancellation of a levy imposed by a governmental unit; applicable to tax levies and special assessments.

Accrual Basis: In the context of accounting, practice in which expenses and income are accounted for as they are earned or incurred, whether or not they have been received or paid.

Actuarial Accrued Liability (AAL): Generally represents the portion of the present value of fully projected benefits attributable to service credit earned (or accrued) as of the valuation date.

Actuarial Value of Assets (AVA): The value of a pension plan investments and other property used by the actuary for the purpose of an actuarial valuation (sometimes referred to as valuation assets). Actuaries often select an asset valuation method that smoothes the effects of short-term volatility in the market value of assets.

Actuarially Determined Contribution (ADC): The employer's periodic required contributions, expressed as a dollar amount or a percentage of covered plan compensation.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time when it may be expended. Only a vote of Town Meeting or the School Committee can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of the general appropriation not spent or encumbered by June 30 automatically reverts to surplus. A specific or particular appropriation is carried forward from year to year until spent for the designated purpose or transferred by Town Meeting vote to another account.

Assessed Valuation: The value placed upon a particular property by the local Board of Assessors for the purpose of apportioning the Town's tax levy among individual property owners equitably and in accordance with the legal requirement that property be assessed at "full and fair cash value," certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

Audit: Work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing efficiency and economy of operations, and reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An external audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private Certified Public Accountant, or public accountant, or elected auditor meets this test.

Balance Sheet: A statement which discloses the assets, liabilities, reserves, and equities of a fund or government unit at a specified date.

Balanced Budget: A plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues).

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a 12- month period referred to as the Fiscal Year, or FY) and the proposed means of financing them. A budget may be preliminary (the financial plan presented to the Town Meeting) or final (the plan approved by that body).

Capital Budget: A plan of proposed capital outlays, and the means of financing them for the current fiscal period. It is usually a part of the current budget but may also be a multi-year plan.

Capital Improvement: A major, non-recurring expenditure involving one of the following:

- a. Real Property - Includes the purchase or lease of land, existing buildings and appurtenant structures, and fixtures attached to land and buildings.
- b. Equipment - Includes the replacement or addition of major items of equipment with a life expectancy of at least two years and a cost of at least \$5,000. Similar items can be bundled together.
- c. Projects - Include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering, and related fees).
 2. Improvements or major repairs (costing \$5,000 or more) of existing buildings or facilities, aside from routine maintenance.
 3. Studies or other activities (costing \$5,000 or more) that either relate to future “brick and mortar” projects or are a part of a multi-year program of infrastructure improvements.
 4. An annual sum available for routine building improvements, renovations, or repairs.

Cherry Sheet: An annual statement received from the Massachusetts Department of Revenue (DOR) detailing estimated receipts for the next fiscal year from the various state aid accounts, and estimated state and county government charges payable by the Town and included by the local Assessors in setting the tax rate. The actual receipts and charges may vary from the estimates.

Classification: The division of property valuations by type of property. There are five classes: Residential, Open Space, Commercial, Industrial, and Personal. The Select Board may set as many as three different tax rates (within limits set forth in state law): for residences, for business and personal, and for open space.

Cooling Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was higher than a specific base temperature. They are used for calculations relating to the energy consumption required to cool buildings.

Debt Service: Payment of interest and principal related to long term debt.

Depreciation: A non-cash expense (also known as non-cash charge) that provides a source of available funds. Amount allocated during the period to amortize the cost of acquiring long-term assets over the useful life of the assets. This is an accounting expense not a real expense that demands cash.

Encumbrance: Obligations such as purchase orders, contracts, or salary commitments that are chargeable to an appropriation, and for which a part of the appropriation is reserved.

Enterprise Fund: A fiscal entity with a self-balancing set of accounts that is utilized to account for a governmental service when it is the intent to recover the total cost of service, including depreciation, primarily through user charges imposed on the consumers of the service. Examples in Concord include electricity provided by the Concord Municipal Light Plant, and Water and Sewer services provided by the Department of Public Works.

Equalized Valuation (EQV): The value of all property as determined by the Commissioner of Revenue biennially, using a standard of "full and fair value"; also referred to as EQV.

Expenditure: The spending of money by the Town for the programs or projects within the approved budget. Fiscal Year (FY): A 12-month period, commencing July 1 and ending June 30, to which the annual budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. The number of the fiscal year is that of the calendar year in which it ends; FY2023 is the fiscal year which ends June 30, 2023.

Free Cash: Free cash refers to the amount of Fund Balance that is available for appropriation. It is certified each July 1 by the state. Because of the stringent way that the state makes these calculations, Free Cash more closely represents Cash (actual dollars held) than does Fund Balance, which includes a variety of receivables (i.e., cash due).

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Balance: The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to the stockholders' equity account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected (see Free Cash).

General Fund: The fund into which the general (non-earmarked) revenues of the Town are deposited, and from which money is appropriated to pay expenses.

General Obligation Bonds: Bonds issued by the Town that are backed by the full faith and credit of its taxing authority.

Governmental Funds: Funds used to organize and separate the finances of various Town activities and objectives. Governmental Fund categories include: the General Fund; Enterprise Funds; Special Revenue Funds; and the Capital Projects Fund.

Heating Degree Days: Are a measure of how much (in degrees), and for how long (in days), outside air temperature was lower than a specific "base temperature" (or "balance point"). They are used for calculations relating to the energy consumption required to heat buildings. Kilowatt-hour (kWh): Kilowatt-hour is an energy unit (symbol kWh). One kilowatt-hour is defined as the energy consumed by power consumption of 1kW during 1 hour. The Town of Concord uses kWh to measure electric output for facilities.

Land Fund: A fund established by Town bylaw in FY1986 to which may be added an annual appropriation, gifts, and grants. The use of the fund is restricted to the acquisition of land, debt service on designated land purchases, and related costs, such as legal and appraisal fees.

Overlay: The amount raised from the property tax levy in excess of appropriations and other charges. It cannot exceed 5 percent of the levy and is used to cover abatements and exemptions granted locally or on appeal.

Overlay Surplus: The unused portions of overlay accounts from previous years; at the end of each fiscal year, this amount is computed from information provided by the Board of Assessors. Any sum so designated is transferred to, and becomes part of, the General Fund undesignated fund balance.

Override: A vote to increase the amount of property tax revenue that may be raised over the levy limit set by Proposition 2½.

Personal Services: The cost of salaries, wages, and related employment benefits.

Payment in lieu of Taxes (PILOT): made to compensate a local government for some or all of the tax revenue that it loses because of the nature of the ownership or use of a particular piece of real property. Usually it relates to the foregone property tax revenue.

Personal Services: The cost of salaries, wages, and related employment benefits.

Property Tax Levy: The amount produced by multiplying the assessed valuation of property by the tax rate. The tax rate is expressed per thousand dollars of assessed valuation. For example: (based on \$14.76 tax rate)

House Value: \$700,000

Tax Rate: \$14.76 (which means \$14.76 per thousand \$ of valuation)

Levy Calculation: \$14.76 multiplied by \$700,000 divided by \$1,000.

Result, **Property Tax Levy**: \$10,332

Proposition 2½ (see below): A tax limitation measure passed by Massachusetts voters in 1980 that limits the growth of the total property tax levy to 2.5% per year. New construction values are added to this limit. Two provisions of Prop 2½, so-called, allow the Town to raise taxes above this tax levy limit, upon approval by a Town-wide vote: an operating override or a debt exclusion.

Public Employee Retirement Administration Commission (PERAC): A government agency that was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

Purchased Services: The cost of services that are provided by a vendor.

Reserve Fund: A fund appropriated each year that may be used only by vote of the Finance Committee for "extraordinary or unforeseen expenditures."

Revolving Fund: Those funds that may be used without **appropriation**, and that are established for special uses. Fees (such as for recreation) may be paid into a revolving fund. Revolving funds are established directly by state law or by Town bylaw consistent with state law.

Tax Levy: Total amount of dollars assessed in property taxes by the Town each **fiscal year**.

Therm: A unit of measure for heating energy. In Concord, this can be linked to facility natural gas output.

Unfunded Actuarial Accrued Liability (UAAL): The excess, if any of the **Actuarial Accrued Liability** over the **Actuarial Value of Assets**. In other words, the present value of benefits earned to date that are not covered by current plan assets.

Warrant: A list of items to be voted upon at Town Meeting.

Terms Associated with Proposition 2½

Excess Levy Capacity: The difference between the Town's maximum annual tax levy limit as established by Proposition 2½, and its actual **tax levy** for the current year. It is additional **tax levy** that a town could raise without asking voters for an override or debt exclusion.

Growth Revenue: The amount of property tax revenue that the Town can add to its allowable tax levy as a result of new construction, alterations, subdivision, or change of use of a parcel.

Primary Levy Limit, or Absolute Limit: 2.5 percent of certified full and fair cash value of taxable property.

Secondary Levy Limit, or Annual Levy Limit: Prior levy

Appendix Two:

PROPOSITION "2 & 1/2"- The "levy limit" explained

Proposition 2 1/2 refers to an initiative statute adopted by the voters of the Commonwealth in November 1980. Its purpose is to restrict the increase in the property tax levy. It limits the amount by which the taxing capacity of the Town is allowed to increase each year. The allowed growth is 2.5 percent of the prior year's levy limit. For FY24, this allowed increase in the limit will be \$2,558,204 (which is 2.5% of the FY23 levy limit of \$102,328,141).

Added to the levy limit computation is the levy increase attributable to New Growth. This represents additions to the base of taxable property, typically as a result of new construction, renovation and minor alterations, or change of use. Permitting the levy limit to be adjusted by new growth recognizes the fact that development creates pressures on Town services over the long term.

The assessment date for each tax year is January 1. The 2021 Annual Town Meeting adopted a state law allowing the physical improvements existing on property through each June 30 to be assessed with the taxable roll of the preceding January 1. Thus, new growth forecasted for FY24 is based on the activity of the current 12-month fiscal year ending June 30, 2023. The budget estimate is \$1,000,000, equivalent to about 0.94% of the FY24 total estimated property tax levy. Total growth of the levy limit is therefore attributable to two factors, one which is fixed (+2.5% per year) and one which is variable and subject to economic conditions. The total projected increase in the FY24 levy limit is \$3,588,204.

In FY24, the amount to be raised for excluded debt service, for projects already approved by voters at the ballot box in prior years, will increase by \$923,260, which includes the additional financing of the Middle School Building as well as the continued pay down on debt service on these projects- elementary schools, high school and Minuteman Vocational Technical School building. The property tax levy required to fund the Budget as presented is projected to be under the FY24 levy limit by \$2,627,304, a 2.48% margin, based upon current projections of other revenues and available resources.

Levy Limit History											
	Adjustments, prior years new growth	Allowed 2.5% increase in LL	New growth	Operating Override voted	Total allowed change in LL	NEW GROWTH measures					
						as % of total LL change	as % of prior limit	Levy Limit	actual or projected levy	Unused Levy Limit	Unused as % of LL
FY12		\$1,614,234	\$863,585		\$2,477,819	34.85%	1.34%	\$67,047,175	\$65,053,133	\$1,994,042	2.97%
FY13	\$4,307	\$1,676,287	\$1,183,336		\$2,863,930	41.32%	1.76%	\$69,911,105	\$67,034,708	\$2,876,397	4.11%
FY14		\$1,747,778	\$1,220,624		\$2,968,402	41.12%	1.75%	\$72,879,506	\$69,334,211	\$3,545,295	4.86%
FY15	\$2,462	\$1,822,049	\$835,499		\$2,660,010	31.41%	1.15%	\$75,539,516	\$71,897,151	\$3,642,365	4.82%
FY16		\$1,888,488	\$1,284,004		\$3,172,492	40.47%	1.70%	\$78,712,008	\$75,508,265	\$3,203,743	4.07%
FY17	\$23,518	\$1,968,388	\$1,412,859		\$3,381,247	41.79%	1.79%	\$82,116,773	\$77,784,021	\$4,332,752	5.28%
FY18	\$0	\$2,052,919	\$1,321,330		\$3,374,249	39.16%	1.61%	\$85,491,022	\$81,423,066	\$4,067,956	4.76%
FY19	\$0	\$2,137,276	\$1,235,953		\$3,373,229	36.64%	1.51%	\$88,864,251	\$84,848,573	\$4,015,678	4.52%
FY20	\$0	\$2,221,606	\$1,195,259		\$3,416,865	34.98%	1.30%	\$92,281,117	\$88,914,847	\$3,366,270	3.65%
FY21	\$0	\$2,307,028	\$957,827		\$3,264,855	29.34%	1.00%	\$95,545,971	\$91,086,465	\$4,459,506	4.67%
FY22	\$0	\$2,388,649	\$970,883		\$3,359,532	28.90%	0.98%	\$98,905,503	\$93,891,839	\$5,013,664	5.07%
FY23	\$0	\$2,472,638	\$950,000		\$3,422,638	27.76%	0.93%	\$102,328,141	\$97,668,593	\$4,659,548	4.55%
FY24 request	\$0	\$2,558,204	\$1,000,000		\$3,558,204	28.10%	0.94%	\$105,886,345	\$103,259,041	\$2,627,304	2.48%

Overriding the Levy Limit

Once at the annual levy limit, the Town may exceed this limit only with a majority vote at town-wide special or regularly scheduled election, though Town Meeting must still appropriate the associated expenditures. Voters have approved operating overrides for the Town government accounts and the schools for six consecutive years concluding with FY07 (ballot vote of June 6, 2006):

FY02 budget: \$2,249,022 FY04 budget: \$1,532,364 FY06 budget: \$752,480
FY03 budget: \$1,478,773 FY05 budget: \$1,858,160 FY07 budget: \$657,538

Eighteen- (18) debt exclusion questions have also been approved by the voters since 1980 (see the section EXCLUDED DEBT). The most recent approvals were ballots in 2022 and 2023 for the construction of a new \$110 million Middle School. The total debt exclusion tax levy for FY24, inclusive of both the CCRSD & Minuteman debt assessments, is budgeted at \$7,423,620 (about 6.7% of the total projected tax levy). Of this amount, \$3,055,012, about 2.8% of the projected tax bill, is for the Concord-Carlisle High School; \$2,584,071, about 2.3% of the projected tax bill, services the debt associated with the Alcott, Thoreau, and Willard elementary school projects and the feasibility study for the Middle School; \$1,048,150, about 0.9%, services the debt associated with the Middle School and \$488,844, about 0.40% is for the Minuteman Regional High School project. Of the remaining balance, \$99,794, about 0.1%, is for water and sewer improvement projects and \$217,750, or about 0.20%, is for the School Bus Depot. Between September 2004 and May 2011, a total of \$53,330,000 was issued as long-term debt to finance the construction of the three elementary school buildings. As of June 30, 2022, \$37,242,000 of this debt has been repaid. In June of 2022, \$12,000,000 was issued as long-term debt to finance the Middle school.

FORMS OF OVERRIDES

The Town Meeting does not vote on overrides or specify the ballot questions. By state law, overrides, capital outlay and debt exclusions are voted upon only at a town-wide election and require a simple majority vote for approval. State law gives the Select Board the sole authority to determine and specify the ballot questions. The Town Meeting's responsibility is to adopt budgets, and, when necessary, to specify whether and how much of an appropriation is to be contingent upon override or exclusion approval by the town-wide electorate. Override votes may precede or follow Town Meeting action. A General Override or Capital Exclusion vote will show the amount of the override in the wording of the ballot question. A Debt Exclusion cannot, by state law, show the amount of the debt, but rather can only refer to the debt authorized or to be authorized by a vote of Town Meeting. Authorization of Town debt by the issuance of bonds requires a two-thirds vote in a specified amount at Town Meeting. There are several permitted forms of a vote to exceed the annual levy limit:

GENERAL OVERRIDE

A majority vote of the Select Board (3 of 5) is required to place this question on a ballot. The dollar amount of the levy limit increase must be specified and, if approved, the vote permanently increases the limit. The question can be posed with respect to the total budget or by identifying allocations to specific departments.

CAPITAL OUTLAY EXCLUSION

A two-thirds vote of the Select Board (4 of 5) is required to place this question on a ballot. If approved, the dollar amount of the override is effective for one year only. This form of vote can be used to authorize a capital purchase in lieu of a borrowing authorization. It can only be used for an expense that qualifies, under state law, for debt issuance authorization by the Town Meeting.

DEBT EXCLUSION

A two-thirds vote of the Select Board (4 of 5) is required to place this question on a ballot. If approved, the override is effective only for the duration of the specified loan. The annual debt service amount (principal and interest payment) is added to the otherwise permitted annual levy limit.

PROPERTY TAX DETAIL - GENERAL FUND (FY18 - FY22 Actuals, FY23 Budgeted, and FY24 Projected)

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Budgeted	FY24 Projected
Property Tax:							
66. Base	\$80,101,736	\$83,612,620	\$86,978,397	\$90,127,638	\$92,920,956	\$96,718,593	\$102,259,041
67. New Growth	<u>1,321,330</u>	<u>1,235,953</u>	<u>1,195,259</u>	<u>\$957,827</u>	<u>\$970,883</u>	<u>950,000</u>	<u>1,000,000</u>
68. Within levy limit	\$81,423,066	\$84,848,573	\$88,173,656	\$91,085,465	\$93,891,839	\$97,668,593	\$103,259,041
Debt Exclusion:							
69. Concord-Carlisle High School	\$179,233	\$0	\$0	\$0	\$0	\$0	\$0
70. New CCHS building	3,472,251	3,404,344	3,348,113	3,311,646	3,241,186	3,179,377	3,056,364
Harvey Wheeler CC renovations	0	0	0	0	0	0	0
Middle School Feasibility Study				338,789	323,750	310,250	296,750
Middle School Phase I (\$12 million)							1,048,150
71. CPS Bus Depot	158,661	141,026	251,000	244,000	235,250	226,500	217,750
72. Alcott School - Bond, Sept. '04 (\$7m), refunded May '15	418,265	406,960	393,715	376,620	302,930	289,263	276,253
73. Alcott School - Ph 2 bond, Mar. '07 (\$2.35m)	176,240	166,320	159,500	153,700	147,900	58,588	58,588
74. Thoreau School - Bond, Sept. 06 (\$10m)	219,710	200,190	178,135	155,605	61,238	112,150	89,270
75. Thoreau School - Bond, Sept. '07 (\$6.8m)	500,537	445,440	427,560	413,760	399,960	386,160	372,360
76. Thoreau school - Bond, Mar. '09 (\$140k)	0	0	0	0	134,108	0	0
77. Willard School Design - Bond Spr. '08 (\$1.84m)	181,563	191,110	0	0	0	0	0
78. Willard School - Bond, Mar. '09 (\$11.9m)	898,438	580,262	796,110	771,910	746,710	723,550	694,350
79. Willard School - Bond, Jan. '10(\$12.9m)	954,300	935,680	916,375	821,689	798,500	780,250	756,500
80. Phase 1, WPAT State Loan	99,794	99,794	99,794	99,794	99,794	99,794	99,794
81. Willard constr. - Bond, June '11 (\$400k est)	0	0	0	0	0	0	0
82. Thoreau advance refunding, May '15	0	0	0	0	0	0	0
83. MMRHS, New building	<u>0</u>	<u>146,887</u>	<u>297,995</u>	<u>354,322</u>	<u>378,019</u>	<u>521,385</u>	<u>488,844</u>
84. subtotal, debt exclusion	\$7,258,992	\$6,718,013	\$6,868,297	\$7,041,835	\$6,869,344	\$6,687,266	\$7,454,973
less:							
85. Elementary School Debt Stabilization			0	0	0	0	0
85A. Bond Premium			-1,008	0	0	0	0
85B. CCRSD PY Debt Reserve			0	0	0	0	0
86. Thoreau School MSBA grant			0	0	0	0	0
87. High School Debt Stabilization	<u>(875,000)</u>	<u>(275,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
88. Net debt exclusion	<u>\$6,383,992</u>	<u>\$6,443,013</u>	<u>\$6,867,289</u>	<u>\$7,041,835</u>	<u>\$6,869,344</u>	<u>\$6,687,266</u>	<u>\$7,454,973</u>
89. TOTAL PROPERTY TAX	\$87,807,058	\$91,291,587	95,040,945	\$98,127,300	\$100,761,183	\$104,355,859	\$110,714,014

Assessed Valuation, Levy Limit, Tax Levy and Rates: FY1980 to FY2023

Fiscal Year	Total Assessed Value	Levy Ceiling	Levy Limit	Actual Levy		Uniform Tax Rate	Actual Tax Rates			"CIP" ratio	Unused Levy Limit	
				Within Limit	Debt Exclusion		Residential	Open Space	Commercial		\$	as % of Limit
1980	\$371,034,400			\$13,060,411		\$35.20						
1981	\$383,133,677			\$15,248,720		\$39.80						
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	100.0	\$536,405	3.43%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	100.9	\$871,027	5.37%
1984	\$784,563,443	\$19,614,086	\$17,006,633	\$15,465,780		\$19.71	19.25	16.36	22.63	114.8	\$1,540,853	9.06%
1985	\$801,293,191	\$20,032,330	\$17,780,870	\$15,648,020		\$19.53	19.13	16.26	22.00	112.6	\$2,132,850	12.00%
1986	\$822,949,238	\$20,573,731	\$18,605,674	\$16,125,650		\$19.59	19.25	16.36	21.71	110.8	\$2,480,024	13.33%
1987	\$1,464,903,743	\$36,622,594	\$19,600,366	\$17,296,129		\$11.81	11.47	9.75	13.95	118.1	\$2,304,237	11.76%
1988	\$1,510,487,280	\$37,762,182	\$20,651,135	\$18,392,726		\$12.18	11.89	10.11	14.04	115.3	\$2,258,409	10.94%
1989	\$1,547,164,362	\$38,679,109	\$21,574,623	\$19,908,672		\$12.87	12.61	10.72	14.60	113.4	\$1,665,951	7.72%
1990	\$2,188,108,438	\$54,702,711	\$22,609,017	\$21,603,000		\$9.87	9.72	8.27	10.82	109.6	\$1,006,017	4.45%
1991	\$2,185,289,176	\$54,632,229	\$23,486,987	\$23,083,329		\$10.56	10.21	8.68	12.87	121.9	\$403,658	1.72%
1992	\$1,863,767,794	\$46,594,195	\$24,325,878	\$24,324,345		\$13.05	12.62	10.73	15.91	121.9	\$1,533	0.01%
1993	\$1,831,121,461	\$45,778,037	\$25,229,582	\$24,770,829		\$13.53	13.27	11.28	15.57	115.1	\$458,753	1.82%
1994	\$1,842,884,146	\$46,072,104	\$26,148,398	\$25,639,506	\$435,498	\$14.15	13.98	11.89	15.57	110.0	\$508,892	1.95%
1995	\$1,853,888,132	\$46,347,203	\$27,110,678	\$26,562,285	\$504,753	\$14.60	14.49	12.32	15.62	107.0	\$548,393	2.02%
1996	\$2,246,615,332	\$56,165,383	\$28,513,798	\$27,531,054	\$279,059	\$12.40	12.42	10.56	12.40	100.0	\$982,744	3.45%
1997	\$2,273,535,628	\$56,838,391	\$29,574,375	\$28,652,539	\$544,685	\$12.84	12.86	10.93	12.84	100.0	\$921,836	3.12%
1998	\$2,288,809,124	\$57,220,228	\$30,582,585	\$29,804,080	\$545,529	\$13.26					\$778,505	2.55%
1999	\$2,704,003,171	\$67,600,079	\$32,061,277	\$31,406,074	\$772,688	\$11.90					\$655,203	2.04%
2000	\$2,742,122,055	\$68,553,051	\$33,421,403	\$32,453,928	\$725,749	\$12.10					\$967,475	2.89%
2001	\$2,783,643,972	\$69,591,099	\$34,827,754	\$34,225,525	\$681,370	\$12.54					\$602,229	1.73%
2002	\$3,974,434,046	\$99,360,851	\$38,958,156	\$38,226,458	\$842,228	\$9.83					\$731,698	1.88%
2003	\$4,408,301,807	\$110,207,545	\$42,171,555	\$41,782,825	\$713,204	\$9.64					\$388,730	0.92%
2004	\$4,411,852,520	\$110,296,313	\$45,336,664	\$45,161,214	\$1,560,304	\$10.59					\$175,450	0.39%
2005	\$5,117,100,515	\$127,927,513	\$48,886,984	\$48,293,261	\$1,854,324	\$9.80					\$593,723	1.21%
2006	\$5,207,535,371	\$130,188,384	\$51,679,906	\$50,786,544	\$2,486,543	\$10.23					\$893,362	1.73%
2007	\$5,309,253,831	\$132,731,346	\$54,523,353	\$53,363,359	\$2,702,361	\$10.56					\$1,159,994	2.13%
2008	\$5,498,736,316	\$137,468,408	\$57,254,951	\$55,919,464	\$3,026,989	\$10.72					\$1,335,487	2.33%
2009	\$5,264,591,702	\$131,614,793	\$59,634,076	\$58,717,305	\$3,931,336	\$11.90					\$916,771	1.54%
2010	\$5,026,552,229	\$125,663,806	\$62,197,127	\$61,284,932	\$4,512,636	\$13.09					\$912,195	1.47%
2011	\$5,045,140,030	\$126,128,501	\$64,569,355	\$62,529,967	\$4,015,430	\$13.19					\$2,039,388	3.16%
2012	\$5,090,058,629	\$127,251,466	\$67,047,174	\$65,053,133	\$4,069,863	\$13.58					\$1,994,041	2.97%
2013	\$5,054,970,094	\$126,374,252	\$69,911,104	\$67,034,708	\$4,088,721	\$14.07					\$2,876,396	4.11%
2014	\$5,130,493,662	\$128,262,342	\$72,879,506	\$69,334,221	\$4,801,422	\$14.45					\$3,545,285	4.86%
2015	\$5,412,298,562	\$135,307,464	\$75,539,516	\$71,897,151	\$5,444,595	\$14.29					\$3,642,365	4.82%
2016	\$5,841,889,295	\$146,047,232	\$78,712,008	\$75,508,265	\$5,810,834	\$13.92					\$3,203,743	4.07%
2017	\$5,973,716,402	\$149,342,910	\$82,116,773	\$77,784,021	\$6,266,168	\$14.07					\$4,332,752	5.28%
2018	\$6,144,650,600	\$153,616,265	\$85,491,022	\$81,423,066	\$6,383,992	\$14.29					\$4,067,956	4.76%
2019	\$6,447,033,517	\$161,175,838	\$88,864,251	\$84,848,573	\$6,443,013	\$14.19					\$4,015,678	4.52%
2020	\$6,684,933,635	\$167,123,341	\$92,281,116	\$88,172,646	\$6,868,298	\$14.23					\$4,107,460	4.45%
2021	\$6,670,507,650	\$166,762,691	\$95,545,971	\$91,093,557	\$7,034,743	\$14.84					\$4,452,414	4.66%
2022	\$6,826,881,734	\$170,672,043	\$98,905,503	\$93,895,429	\$6,869,345	\$14.76					\$5,010,074	5.07%
2023	\$8,085,523,349	\$202,138,084	\$102,328,141	\$97,668,593	\$6,687,266	\$12.96					\$4,659,548	4.55%

Town of CONCORD, LONG-TERM DEBT STATISTICS											
Direct Debt - FY06 to FY22											
@ June 30	Assessed Value	Outstanding Long-term Debt		Population decennial census	per capita income decennial census	% of Assessed value		Debt per capita		Debt per capita as % of per capita income	
		Gross	Net			gross debt	net debt	gross debt	net debt	gross debt	net debt
2006	\$5,207,535,371	\$29,542,533	\$19,758,290	16,993	\$51,477	0.57%	0.38%	\$1,739	\$1,163	3.38%	2.26%
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%
2015	\$5,412,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%
2017	\$5,973,716,402	\$54,309,398	\$36,661,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%
2018	\$6,144,650,300	\$54,911,022	\$34,086,831	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%
2019	\$6,447,033,517	\$49,891,639	\$35,841,883	17,668	\$67,374	0.77%	0.56%	\$2,824	\$2,029	4.19%	3.01%
2020	\$6,685,261,125	\$46,382,640	\$33,874,331	17,668	\$67,374	0.69%	0.51%	\$2,625	\$1,917	3.90%	2.85%
2021	\$6,670,507,650	\$44,518,617	\$32,045,348	17,668	\$67,374	0.67%	0.48%	\$2,520	\$1,814	3.74%	2.69%
2022	\$6,826,881,734	\$55,223,550	\$44,801,642	17,668	\$67,374	0.81%	0.66%	\$3,126	\$2,536	4.64%	3.76%
"Net debt" is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.											
EQV and Debt: The Town's Equalized Valuation (EQV) is the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at Jan. 1, 2022 is \$7,337,635,800. By state law (MGL c. 44, § 10), the Town's debt limit is capped at 5% of its EQV. The Town's gross outstanding debt of \$55,523,550 as of June 30, 2022 is 0.76% of EQV.											

Appendix Three: Report on Reserve Fund Activity

The Reserve Fund is an appropriated contingency account. It is part of the Town Government budget (item 9 of Article 9, proposed at \$200,000) and is counted within the Finance Committee's budget guideline for Town Government operations (Article 9, items 1-16). It is allocated during the budget year by vote of the Finance Committee pursuant to the request of the Town Manager. By state law, its use is restricted to "extraordinary or unforeseen expenditures." In FY23, no Reserve Fund Transfers were approved by the Finance Committee.

The Town budget is adopted as a series of separate appropriations (Article 9, items 1-16). Funds are not transferred from one appropriation account to another except by Town Meeting action. Only the Reserve Fund appropriation may be used during the fiscal year to supplement other appropriation accounts, except that in the final three months of the budget year any appropriation balance may be transferred by joint approval of the Finance Committee and the Select Board. This latter provision was added by state law in 2003 as a safety valve for communities that exhaust their Reserve Fund account. Concord has never used this provision of state law.

The budget contingency process works differently for the Concord Public Schools budget (Article 17). State law gives the School Committee the "bottom line" power to authorize transfers within its appropriation total voted by Town Meeting. At the end of each fiscal year, funds in appropriation accounts that are not spent are returned to the General Fund balance.

The FY24 Reserve Fund appropriation recommendation of \$200,000 is 0.36% of the total Article 9 recommendation. State law allows the Reserve Fund appropriation to be as much as 5% of the previous tax levy; this would permit a Reserve Fund appropriation of \$5.1 million. The Concord Finance Committee has not felt that such a large contingency account would be consistent with the objective of fostering tight expenditure control by Town and School administrations.

Appendix Four: Select Board Recommendations on Articles

Article Number	Article Name	Sponsor	Recommendation of affirmative action
2	Hear Reports	Select Board	4-0-0
3	Meeting Procedure	Finance Committee	4-0-0
4	Ratify Personnel Board Classification Actions	Personnel Board	3-0-1
5	New Classification & Compensation Plan for Regular-Status Positions	Personnel Board	4-0-0
6	Amended Classification & Compensation Plan for Regular-Status Positions	Personnel Board	Article not to be moved
7	Use of Free Cash	Finance Committee	4-0-0
9	FY24 Town Budget	Town Manager	4-0-0
10	Citizen Petition: DEI Director	Tanya B. Gailus	Report at Town Meeting
11	Capital Improvement & Debt Plan	Town Manager	4-0-0
12	OPEB Trust Fund Appropriation	Finance Director	4-0-0
13	OPEB Trust Fund Expense	Finance Director	4-0-0
14	Appropriation of Opioid Settlement Funds Received from the State Settlement Fund	Finance Director	5-0-0
15	Minuteman Regional Technical High School District Budget	Minuteman Regional School Committee	4-0-0
16	Concord-Carlisle Regional High School Budget	CCRHS School Committee	4-0-0
17	Concord Public Schools Budget	CPS School Committee	3-1-0 In support of Finance Committee Guideline
18	Concord Public Schools Capital Budget	CPS School Committee	4-1-0
19	Concord Public Schools Capital Projects – Fields & Landscaping	CPS School Committee	Report at Town Meeting
20	Appropriation to Middle School Stabilization Fund	Finance Committee	4-0-0
21	Light Plan Solar Expansion – Middle School	Town Manager or Light Board	4-0-0
22	Citizen Petition: Municipal In-Town Solar Generation Task Force	Dean Banfield	Report at Town Meeting
23	Adopt Specialized Stretch Energy Code	Climate Action Advisory Board	4-1-0
24	Light Plant Expenditures & Payment in Lieu of Taxes	Town Manager	4-0-0

25	Appropriation for 250 th Anniversary Celebration	Select Board	Article not to be moved
26	Community Preservation Committee Appropriation Recommendations	Community Preservation Committee	4-0-0
27	Community Preservation Act – Rescind and Reappropriate Funds	Community Preservation Committee	4-0-0
28	Community Preservation Committee Appropriation Recommendations – Concord Municipal Affordable Housing Trust	Community Preservation Committee	4-0-0
29	Transfer of Housing Funds	Select Board	4-0-0
30	162 Plainfield Road Easement	Town Manager	5-0-0
31	Beede Swim & Fitness Center Enterprise Fund Expenditures	Town Manager	5-0-0
32	Demolition Review General Bylaw	Historical Commission	4-0-0
33	Zoning Bylaw Amendment – Restaurant – Prohibited Uses – Parking	Planning Board	5-0-0
34	Zoning Bylaw Amendment – Mobile Food Establishments	Planning Board	Report at Town Meeting
35	Zoning Bylaw Amendment – Combined Business/Residence	Planning Board	4-0-1
36	Citizen Petition: Update Concord Noise Bylaw	Sven Weber	Article not to be moved
37	Citizen Petition: Prohibition of Gas-Powered Leaf Blowers	Sven Weber	3-2-0
38	Solid Waste Disposal Fund Expenditures	Town Manager	4-0-0
39	Sewer System Expenditures	Town Manager	4-0-0
40	Sewer Improvement Fund Expenditures	Town Manager	4-0-0
41	Water System Expenditures	Town Manager	4-0-0
42	Authorize Expenditure from PEG Access & Cable-Related Fund	Town Manager	4-0-0
43	Annual Appropriation of Parking Meter Receipts	Town Manager	Report at Town Meeting
44	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44 § 53E½	Town Manager	4-0-0

Appendix Five: 2023 Consent Calendar

MOTION TO ADVANCE FOR CONSIDERATION AND TAKE ACTION ON CERTAIN ARTICLES WITHOUT DEBATE (2023 CONSENT CALENDAR)

Ms. Briggs moves: that the 2023 Annual Town Meeting advance for consideration the Articles in the table below and take action on such Articles without debate, provided, that upon the request of ten (10) voters at this Meeting, made before the vote is taken on this motion, an Article, or, in the Moderator's discretion, a portion thereof, shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Article 2	<p>HEAR REPORTS Affirmative Action Recommended By: Select Board Motion: That the Town accept the 2023 Annual Report. Reason: Routine, non-controversial action.</p>
Article 3	<p>MEETING PROCEDURE Affirmative Action Recommended By: Finance Committee, Select Board Motion: That in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the following Rule of the Meeting:</p> <p style="text-align: center;">RULE OF THE MEETING</p> <p>1. <u>Articles for appropriations supported from current taxation and/ or available funds.</u> Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the "allocation at levy limit," or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law; b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as: <ul style="list-style-type: none"> o a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or o a maximum amount that may be appropriated within the levy limit under a subsequent article in the warrant. <p>2. <u>Articles for appropriations supported from borrowing.</u> The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the levy limit.</p> <p>Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such

	<p>ballot is voted by the Select Board in accordance with state law; or</p> <p>b. The original motion or motion to amend shall include a corresponding and offsetting reduction in another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the levy limit under a subsequent article in the warrant.</p> <p>3. <u>Articles making appropriations to be kept open.</u> Any Article making appropriations shall be kept open until the final adjournment of the Meeting.</p> <p>Reason: Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions passed annually and unanimously for more than fifteen years.</p>
Article 4	<p>RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS Affirmative Action Recommended By: Finance Committee, Select Board, Personnel Board Motion: That the Town take affirmative action on Article 4 as printed in the Warrant, with the following additional actions for ratification:</p> <ul style="list-style-type: none"> • Add the title "Environmental Health & Safety Manager" to Grade MP-4 effective 02/08/2023 • Add the title "Administrative & Operations Supervisor" to Grade MP-2 effective 02/08/2023 <p>Reason: Routine annual ratification action; non-controversial at hearing.</p>
Article 7	<p>USE OF FREE CASH Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town authorize and direct the Assessors to transfer \$1,000,000 from the Certified Free Cash Balance as of June 30, 2023 to reduce the tax levy for the fiscal year ending June 30, 2024. Reason: Routine transfer of surplus funds to reduce tax levy; non-controversial at hearing. Surplus results from revenue collection exceeding estimates and/or actual expenditures being less than appropriations.</p>
Article 12	<p>OPEB TRUST FUND APPROPRIATION Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town raise and appropriate \$1,364,608; and transfer \$85,275 from the Light Fund; \$17,698 from the Broadband fund; for a total appropriation of \$1,467,851 to fund the Town's FY24 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, §20. Reason: Routine General Fund appropriation to meet the Town's OPEB obligations. This appropriation was made in prior years as part of the Town's Budget article, and is now being appropriated for all funds (General, Enterprise, and Other) in a stand-alone article consistent with best practice as recommended by the Town's auditors and the Massachusetts Department of Revenue; non-controversial at hearing.</p>
Article 13	<p>OPEB TRUST FUND EXPENSE Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town appropriate from the OPEB Fund established under Mass. Gen. Laws c. 32B, § 20 \$275,000 for OPEB Fund expenses. Reason: Non-controversial at hearing; routine action to authorize payment of OPEB Fund expenses by direct payment from the Fund, instead of by deduction from earnings as was done in prior years, consistent with the recommendation of the Town's financial advisors.</p>
Article 14	<p>APPROPRIATION OF OPIOID SETTLEMENT FUNDS RECEIVED FROM STATE SETTLEMENT FUND Affirmative Action Recommended By: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 14 as printed in the Warrant. Reason: Necessary action to enable Town to use for permissible programs the sum of \$77,362.88 received from state opioid settlement fund; non-controversial at hearing.</p>

Article 20	<p>APPROPRIATION TO MIDDLE SCHOOL STABILIZATION FUND Affirmative Action Recommended by: Finance Committee, Select Board, Concord Public Schools Committee Motion: That the Town take affirmative action on Article 20 as printed in the Warrant. Reason: Recurring action to distribute over time the impact on the tax levy from costs of the Middle School Building Project approved by a supermajority of voters at 2022 Special Town Meeting, supplemented by a supermajority at 2023 Special Town Meeting, and approved by a significant majority in subsequent votes at the polls on debt exclusion of expense for the project; non-controversial at hearing.</p>
Article 24	<p>LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town authorize the income from sales of electricity and broadband and from servicing and jobbing during the fiscal year ending June 30, 2024, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extensions, enlargements, additions, renewals, and reconstruction; and further to authorize a transfer of \$459,000 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024. Reason: Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$459,000 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024.</p>
Article 27	<p>COMMUNITY PRESERVATION ACT – RESCIND AND REAPPROPRIATE FUNDS Affirmative Action Recommended By: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 27 as printed in the Warrant. Reason: Non-controversial at hearing; action rescinding previous appropriation of \$250,000 in CPA funds to the now cancelled Junction Village Open Space project and transferring those funds to the CPC Open Space Reserve Fund to be held for future appropriation.</p>
Article 28	<p>COMMUNITY PRESERVATION ACT APPROPRIATION RECOMMENDATION – CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST Affirmative Action Recommended By: Finance Committee, Select Board, Concord Municipal Affordable Housing Trust Motion: That the Town take affirmative action on Article 28 as printed in the Warrant. Reason: Non-controversial at hearing; action to transfer to CMAHT from the CPA Community Housing Reserve Fund the sum of \$1,044,255.76; prior appropriation of these funds to the now-canceled Junction Village project and was rescinded and transferred to the CPA Community Housing Reserve Fund by the 2023 Special Town Meeting; this action makes the funds available for future community housing projects identified by CMAHT in accordance with adopted policies.</p>
Article 29	<p>TRANSFER OF HOUSING FUNDS Affirmative Action Recommended By: Finance Committee, Select Board, Concord Municipal Affordable Housing Trust Motion: That the Town take affirmative action on Article 29 as printed in the Warrant. Reason: Non-controversial at hearing; action transferring prior appropriation of \$1,000,000 by the 2017 Annual Town Meeting to the now-canceled Junction Village project to the Concord Municipal Affordable Housing Trust to be available for future community housing projects identified by CMAHT in accordance with adopted policies.</p>
Article 32	<p>DEMOLOTION REVIEW GENERAL BYLAW AMENDMENT Affirmative Action Recommended By: Select Board, Historical Commission Motion: That the Town take affirmative action on Article 32 as printed in the Warrant. Reason: Non-controversial at hearing; increases from 45 to 60 days the time allowed to the Historical</p>

	Commission to hold a hearing under the bylaw in order to align process with new legal notice publication deadlines established by the local newspaper.
Article 38	SOLID WASTE DISPOSAL FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 38 as printed in the Warrant. Reason: Routine annual authorization; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2024 and cash on hand in the Solid Waste Disposal Fund to operate the Town's curbside solid waste and recycling collection and disposal program.
Article 39	SEWER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 39 as printed in the Warrant. Reason: Routine annual enterprise fund authorization; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2024 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system.
Article 40	SEWER IMPROVEMENT FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 40 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.
Article 41	WATER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 41 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing; authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2024 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system.
Article 42	AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND Affirmative Action Recommended by: Finance Committee, Select Board, PEG Access Committee Motion: That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$537,557 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2024. Reason: Routine transfer; non-controversial at hearing.
Article 44	AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS C. 44, § 53E1/2 Affirmative Action Recommended By: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 44 as printed in the Warrant. Reason: Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town's Revolving Fund Bylaw with the approval of the Town Manager; non-controversial at hearing.

Appendix Six: New Classification and Compensation Plan for Reg. Status Positions

NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 5. To determine whether the Town will vote to adopt a new Classification and Compensation Plan for regular-status Town positions, or take any other action relative thereto:

Note to Voters:

The following reflects a new Class & Comp Plan developed through comprehensive analysis performed by GovHR on behalf of, and in partnership with, the Town. The employee and stakeholder review process, while substantially complete, will continue between presentation of this document and Town Meeting. This new structure is recommended by the Town Manager and Personnel Board with the understanding that amendments, if needed, may be addressed via the Town Meeting motion and handouts. The Finance Committee has not reviewed or voted on this article. Article 5 was presented and discussed at a Select Board Public Hearing held on 2/27/2023 and continued on 3/27/2023. For additional information and updates regarding the proposed new Class & Comp Plan, please visit: www.concordma.gov/PersonnelBoard

Classification & Compensation Plan

Effective 7/1/2023

Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks.

Grade	Classification Title		Base Pay Rates		
			Minimum	Mid-Point	Maximum
18	Chief Financial Officer	Annual	\$138,174	\$165,807	\$193,440
	Chief Technology Officer	Hourly	\$66.43	\$79.72	\$93.00
	Deputy Town Manager				
17	Assistant Town Manager	Annual	\$129,126	\$154,950	\$180,773
	Director of Public Works	Hourly	\$62.08	\$74.50	\$86.91
	Fire Chief				
	Police Chief				
16	Director of Community Development	Annual	\$120,682	\$144,820	\$168,958
	Director of Human Resources	Hourly	\$58.02	\$69.63	\$81.23
	Director of Library Services				
15	Assistant Fire Chief	Annual	\$112,778	\$135,335	\$157,893
	Facilities Director	Hourly	\$54.22	\$65.07	\$75.91
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				
14	Building Commissioner	Annual	\$102,045	\$122,450	\$142,854
	Special Projects Manager/Systems Manager	Hourly	\$49.06	\$58.87	\$68.68
	Town Accountant				
	Town Assessor				
13	Beede Center General Manager	Annual	\$97,178	\$116,615	\$136,053
	IT Operations Manager	Hourly	\$46.72	\$56.07	\$65.41
	Natural Resources Director				
	Police Lieutenant				
	Public Health Director				
	Senior Services Director				
	Town Planner				
12	Assistant Director of Library Services	Annual	\$92,539	\$111,051	\$129,563
	Assistant Highway & Grounds Superintendent	Hourly	\$44.49	\$53.39	\$62.29
	Assistant Town Engineer				
	Financial Manager/Accountant				
	Senior Public Works Supervisor				
	Town Clerk				

Grade	Classification Title	Base Pay Rates			
			Minimum	Mid-Point	Maximum
11	Assistant Facilities Director	Annual	\$88,150	\$105,778	\$123,406
	Assistant Human Resources Director	Hourly	\$42.38	\$50.86	\$59.33
	Assistant Recreation Director				
	Budget & Purchasing Director				
	Business Manager				
	Customer Service Manager				
	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
10	Childcare Services Manager	Annual	\$85,259	\$102,305	\$119,350
	Media Manager	Hourly	\$40.99	\$49.19	\$57.38
	Municipal Archivist/Records Manager				
	Public Works Supervisor				
	Senior Public Works Engineer				
9	Assistant Natural Resources Director	Annual	\$80,434	\$96,522	\$112,611
	Communications Manager	Hourly	\$38.67	\$46.41	\$54.14
	Community Services Coordinator				
	Customer Service Supervisor				
	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
	Environmental Health & Safety Manager				
	HVAC Technician/Plumber				
	Local Inspector				
	Risk & Compliance Programs Manager				
	Senior Environmental & Regulatory Coordinator				
	Senior Public Health Inspector				
	Senior Treatment Systems Operator				
	Social Services Supervisor				
	Tourism Manager				
8	Administrative & Operations Supervisor	Annual	\$75,899	\$91,073	\$106,246
	Assistant Assessor	Hourly	\$36.49	\$43.79	\$51.08
	Assistant Town Accountant				
	Assistant Town Clerk				
	Assistant Treasurer				
	Associate Financial Manager/Accountant				
	Crew Leader				
	Crew Leader/Electrician & Carpenter				
	Land Manager				
	Management Analyst				
	Public Works Engineer				
	Senior Financial Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
	Senior Planner				
	Senior Utility Electrician				

Grade	Classification Title		Base Pay Rates		
			Minimum	Mid-Point	Maximum
7	Business Systems Analyst	Annual	\$71,573	\$85,894	\$100,214
	Aquatics Supervisor	Hourly	\$34.41	\$41.30	\$48.18
	Assistant to the Beede Center General Manager				
	Custodial Supervisor				
	GIS Analyst				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
	Utility Electrician				
6	Engineering Technician	Annual	\$67,704	\$81,245	\$94,786
	Executive Assistant to the Select Board	Hourly	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Office Administrator				
	Payroll & Finance Generalist				
5	Energy Efficiency & Electrification Specialist	Annual	\$64,459	\$77,355	\$90,251
	Environmental & Regulatory Coordinator	Hourly	\$30.99	\$37.19	\$43.39
	Equipment/Line Operator				
	Geriatric Health Nurse				
	GIS Technician				
	Maintenance & Warehouse Coordinator				
	Membership Coordinator				
	Office Accountant				
	Office Coordinator				
	Outreach Coordinator				
	Project & Procurement Coordinator				
	Senior Meter Technician				
	Senior Producer				
	Water/Sewer System Maintainer				
4	Accounts Payable Specialist	Annual	\$61,402	\$73,684	\$85,966
	Associate Engineer	Hourly	\$29.52	\$35.43	\$41.33
	Customer Services Specialist				
	Education Coordinator				
	Facilities/Landscape Maintainer				
	Meter Technician				
	Senior Administrative Specialist				
	Senior Finance Specialist				

Grade	Classification Title		Base Pay Rates		
			Minimum	Mid-Point	Maximum
3	Administrative Specialist	Annual	\$58,490	\$70,190	\$81,890
	Finance Specialist	Hourly	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
2	Activity Coordinator	Annual	\$55,702	\$66,841	\$77,979
	Customer Support Specialist	Hourly	\$26.78	\$32.14	\$37.49
	Senior Building Custodian				
	Senior Crew Member				
	Senior Van Driver				
1	Building Custodian	Annual	\$53,040	\$63,648	\$74,256
	Crew Member	Hourly	\$25.50	\$30.60	\$35.70
	Finance Assistant				
	Office Assistant				
LP-17	Director of Concord Municipal Light Plant	Annual	\$170,955	\$205,140	\$239,325
		Hourly	\$82.19	\$98.63	\$115.06
LP-16	(No positions in grade)	Annual	\$148,637	\$178,370	\$208,104
		Hourly	\$71.46	\$85.76	\$100.05
LP-15	Assistant Director of Concord Municipal Light Plant	Annual	\$129,251	\$155,106	\$180,960
		Hourly	\$62.14	\$74.57	\$87.00
LP-14	Broadband Manager Power Supply & Rates Administrator	Annual	\$121,763	\$146,120	\$170,477
		Hourly	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer Line Supervisor	Annual	\$113,797	\$136,552	\$159,307
		Hourly	\$54.71	\$65.65	\$76.59
LP-12	Lead Lineworker	Annual	\$106,371	\$127,639	\$148,907
		Hourly	\$51.14	\$61.37	\$71.59
LP-11	Electrical Engineer Senior Network Engineer	Annual	\$99,403	\$119,278	\$139,152
		Hourly	\$47.79	\$57.35	\$66.90
LP-10	Lineworker, Grade 1	Annual	\$96,595	\$115,918	\$135,242
		Hourly	\$46.44	\$55.73	\$65.02
LP-9	Network Engineer	Annual	\$89,877	\$107,848	\$125,819
		Hourly	\$43.21	\$51.85	\$60.49
LP-8	Lead Broadband Technician	Annual	\$83,595	\$100,318	\$117,042
	Meter Supervisor	Hourly	\$40.19	\$48.23	\$56.27
	Senior Engineering Technician				
LP-7	Lineworker, Grade 2 Senior Broadband Technician	Annual	\$77,771	\$93,319	\$108,867
		Hourly	\$37.39	\$44.87	\$52.34
LP-6	Broadband Technician	Annual	\$67,704	\$81,245	\$94,786
		Hourly	\$32.55	\$39.06	\$45.57
LP-5	Lineworker, Grade 3	Annual	\$64,459	\$77,355	\$90,251
		Hourly	\$30.99	\$37.19	\$43.39
LP-4	(No positions in grade)	Annual	\$61,402	\$73,684	\$85,966
		Hourly	\$29.52	\$35.43	\$41.33
LP-3	(No positions in grade)	Annual	\$58,490	\$70,190	\$81,890
		Hourly	\$28.12	\$33.75	\$39.37
LP-2	(No positions in grade)	Annual	\$55,702	\$66,841	\$77,979
		Hourly	\$26.78	\$32.14	\$37.49
LP-1	(No positions in grade)	Annual	\$53,040	\$63,648	\$74,256
		Hourly	\$25.50	\$30.60	\$35.70

Appendix Seven: 2023 Annual Town Meeting Warrant

TOWN OF CONCORD
TOWN HOUSE
CONCORD, MA 01742

PRESORT STANDARD
U.S. POSTAGE PAID
CONCORD, MA
PERMIT NO. 51

ECRWSS
RESIDENTIAL CUSTOMER
CONCORD, MA 01742

WARRANT FOR ANNUAL TOWN MEETING

SUNDAY, APRIL 30, 2023, 1PM*
CONCORD-CARLISLE REGIONAL HIGH SCHOOL
500 WALDEN STREET

ANNUAL TOWN MEETING PUBLIC HEARING SCHEDULE All at 7:00 P.M. at the Town House and via Zoom

SELECT BOARD	Monday, February 27, 2023 (Snow Date: February 28)
FINANCE COMMITTEE Town Budget & Articles including Capital Community Preservation Committee	Wednesday, March 1, 2023 (Snow Date: March 2)
PLANNING BOARD	Tuesday, March 7, 2023 (Snow Date: March 8)
FINANCE COMMITTEE School Budgets & Articles	Thursday, March 9, 2023 (Snow Date: March 14)
FINANCE COMMITTEE Enterprise Fund Budgets & Articles	Wednesday, March 15, 2023 (Snow Date: March 16)

**And Subsequent Days As Needed*

2023 ANNUAL TOWN MEETING

Article #	Article Name	Sponsor	Public Hearing	Page #
1.	Choose Town Officers	Select Board	N/A	1
2.	Hear Reports	Select Board	N/A	1
3.	Meeting Procedure	Finance Committee	FinCom	1
4.	Ratify Personnel Board Classification Actions	Personnel Board	Select Board	1
5.	New Classification & Compensation Plan for Regular-Status Positions	Personnel Board	Select Board	2
6.	Amended Classification & Compensation Plan for Regular-Status Positions	Personnel Board	Select Board	2
7.	Use of Free Cash	Finance Committee	FinCom	9
8.	FY23 Budget Line Item Adjustments	Finance Director	FinCom	10
9.	FY24 Town Budget	Town Manager	FinCom	10
10.	Citizen Petition: DEI Director	Tanya B. Gailus	Select Board	14
11.	Capital Improvement and Debt Plan	Town Manager	FinCom	14
12.	OPEB Trust Fund Appropriation	Finance Director	FinCom	15
13.	OPEB Trust Fund Expense	Finance Director	FinCom	15
14.	Appropriation of Opioid Settlement Funds Received from the State Settlement Fund	Finance Director	FinCom	16
15.	Minuteman Regional Technical High School District Budget	Minuteman Regional School Committee	FinCom	16
16.	Concord-Carlisle Regional High School Budget	CCRHS School Committee	FinCom	17
17.	Concord Public Schools Budget	CPS School Committee	FinCom	17
18.	Concord Public Schools Capital Projects	CPS School Committee	FinCom	18
19.	Concord Public Schools Capital Projects – Fields & Landscaping	CPS School Committee	FinCom	18

Article #	Article Name	Sponsor	Public Hearing	Page #
20.	Appropriation to Middle School Stabilization Fund	Finance Committee	FinCom	18
21.	Light Plan Solar Expansion – Middle School	Town Manager or Light Board	FinCom	19
22.	Citizen Petition: Municipal In-Town Solar Generation Task Force	Dean Banfield	Select Board	19
23.	Adopt Specialized Stretch Energy Code	Climate Action Advisory Board	Select Board	20
24.	Light Plant Expenditures & Payment in Lieu of Taxes	Town Manager	FinCom	20
25.	Appropriation for 250 th Anniversary Celebration	Select Board	FinCom	20
26.	Community Preservation Committee Appropriation Recommendations	Community Preservation Committee	FinCom	21
27.	Community Preservation Act – Rescind and Reappropriate Funds	Community Preservation Committee	FinCom	22
28.	Community Preservation Committee Appropriation Recommendations – Concord Municipal Affordable Housing Trust	Community Preservation Committee	FinCom	22
29.	Transfer of Housing Funds	Select Board	FinCom	23
30.	162 Plainfield Road Easement	Town Manager	Select Board	23
31.	Beede Swim & Fitness Center Enterprise Fund Expenditures	Town Manager	FinCom	23
32.	Demolition Review General Bylaw	Historical Commission	Select Board	24
33.	Zoning Bylaw Amendment – Restaurant -- Prohibited Uses -- Parking	Planning Board	Planning Board	24
34.	Zoning Bylaw Amendment – Mobile Food Establishment	Planning Board	Planning Board	26
35.	Zoning Bylaw Amendment – Combined Business/Residence	Planning Board	Planning Board	28
36.	Citizen Petition: Update Concord Noise Bylaw	Sven Weber	Select Board	29

Article #	Article Name	Sponsor	Public Hearing	Page #
37.	Citizen Petition: Prohibition of Gas-Powered Leaf Blowers	Sven Weber	Select Board	30
38.	Solid Waste Disposal Fund Expenditures	Town Manager	FinCom	30
39.	Sewer System Expenditures	Town Manager	FinCom	31
40.	Sewer Improvement Fund Expenditures	Town Manager	FinCom	31
41.	Water System Expenditures	Town Manager	FinCom	31
42.	Authorize Expenditure from PEG Access & Cable-Related Fund	Town Manager	FinCom	32
43.	Annual Appropriation of Parking Meter Receipts	Town Manager	FinCom	32
44.	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, § 53E½	Town Manager	FinCom	32
45.	Unpaid Bills	Finance Director	FinCom	33
46.	Debt Rescission	Finance Director	FinCom	33



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

January 25, 2023

Dear Concord Resident:

We invite you to participate in Concord's proud tradition of direct democracy, culminating in Annual Town Meeting on April 30, 2023. As a Concord citizen, you are empowered to submit proposed legislation, provide feedback at public hearings, approve or seek to amend any new Town bylaw or spending, and cast votes for or against any proposed action at Town Meeting. This is truly government "by the people, for the people," and it depends on you.

Any process that continues hundreds of years of tradition and has significant economic and legal impact can seem intimidating and formal. This brief guide covers the basics, so you can be more at ease contributing if you're new to the process. It's also a good refresher for more experienced participants, as some details change every year.

WARRANT: The publication of the warrant is the first event leading up to Town Meeting. The warrant serves as the agenda for the meeting. It includes proposed pieces of legislation (known as "warrant articles") authored by the Town's committees and professional staff, along with "citizen petition" warrant articles submitted by individual citizens and signed by at least ten registered voters. Each article on the warrant represents a separate agenda item and describes the subject on which the voters at Town Meeting will be asked to take action if the article is moved.

Warrant articles are carefully worded so any proponents can address errors, add details, and make improvements between the date of the warrant's publication and Town Meeting. However, any motion made at Town Meeting must fit "within the scope of the article" as presented in the warrant. That means that the motion can reduce spending or suggest less stringent regulations than those documented in the warrant article, but generally cannot increase them. The phrases "**or take any other action relative thereto**" and "**or any other sum**" in warrant articles signify that the motion may vary somewhat in proposed action and dollar amount. The motions presented at Town Meeting replace these phrases with precise spending amounts and actions. Since some aspects of an article's scope may be a judgement call, the Moderator is the final authority for determining whether a motion is within the scope at Town Meeting.

Any article that proposes spending must also indicate a funding mechanism.

- "**Raise and appropriate**" means funding through the property tax levy.
- "**Transfer from available funds**" means funding through monies already on hand in the Town treasury and not already reserved or committed for other purposes.
- "**With the approval of the Select Board, to borrow**" authorizes Treasurer to issue debt for which the Town commits its full faith and credit to make future repayment of the loan with interest.

The motion made under a financial article will always specify the financing method from among the possible options. The amount of money in the motion may vary slightly up or down from the amount appearing in the Article text, as long as the Moderator determines that it is still in scope.

Most articles require a majority vote, but some articles require a supermajority in accordance with state law. Most zoning articles fit into this category; however, note that the Commonwealth of Massachusetts recently lowered the quantum of vote threshold for articles related to affordable housing, even if there is a zoning impact, from a supermajority to a simple majority vote.

PUBLIC HEARINGS: Following publication of the warrant, the Select Board, Finance Committee, and Planning Board host public hearings focused on the articles under their jurisdiction. These hearings provide the best opportunity to learn about and make improvements to articles of interest. Dates, times, and article assignments are included in the following table. You can attend these hearings either virtually or in person. Video recordings of each hearing will also be posted on the Town website.

ANNUAL TOWN MEETING – PUBLIC HEARING SCHEDULE Location: Town House Public Hearing Room and via Zoom (see meeting agenda for Zoom link)			
Board or Committee	Articles	Time	Date
Select Board	4, 5, 6, 10, 22, 23, 30, 32, 36, 37	7:00 PM	Monday, February 27, 2023
Finance Committee <ul style="list-style-type: none"> • Town-budget-related articles • Town capital articles • Community Preservation Act articles 	1, 7, 8, 9, 11, 12, 13, 14, 25, 26, 27, 28, 29, 43, 44, 45, 46	7:00 PM	Wednesday, March 1, 2023
Planning Board	33, 34, 35	7:00 PM	Tuesday, March 7, 2023
Finance Committee: School budgets and articles	15, 16, 17, 18, 19, 20,	7:00 PM	Thursday, March 9, 2023
Finance Committee: Enterprise funds, budgets and articles	21, 24, 31, 38, 39, 40, 41, 42,	7:00 PM	Wednesday, March 15, 2023

The hosting board or committee runs each session. Proponents present their warrant articles one at a time, typically providing more detail than they would have time to give at Town Meeting. First

board and committee members ask questions and make suggestions for improvements; then members of the public are invited to add their questions and comments.

Constructive feedback gathered through these sessions may result in changes to the motions and presentations made at Town Meeting. Sometimes it can even lead proponents to conclude that an article isn't ready, so it will not be moved. In any case, the hearings help voters be better informed, and ensure that Town Meeting deliberates on well-vetted motions.

After the hearings, the Finance Committee prepares its report to the Town. This report summarizes the Town's financial position, reports on various issues pertaining to finances, and includes the Finance Committee recommendations to Town Meeting on each article that has financial impact. The Select Board's recommendations on all articles are also included.

TOWN MEETING: This year's Town Meeting will be held on Sunday, April 30, 2023 at 1:00PM at Concord-Carlisle Regional High School, with subsequent consecutive days as needed. COVID-19 protocols, including masks and social distancing are expected to be in effect and modified as needed. All registered voters are eligible and encouraged to attend and vote. Residents who are not currently registered to vote must register by April 20, 2023 in order to participate. All attendees must check in with the Town Clerk's staff.

The Moderator, who presides at the meeting, is elected annually in the Town Election. The Moderator will be on the stage with the Town Clerk. The Finance Committee, Select Board, Town Counsel, and Town Manager will be seated at the front of the meeting venue.

All speakers must address remarks to the Moderator. Concord Town Meeting has a long tradition of vigorous, civil and respectful debate. This means that we stick strictly to the issue, avoid impugning the motives of any person or group, and avoid any personal attacks or references to other speakers by name. Any speaker who fails to honor this tradition will be ruled out of order.

Civility enables all participants to speak and be heard without interruptions or demonstrations, such as hissing, booing, clapping or cheering. All participants are expected to listen to all speakers carefully. The Moderator has the obligation to ensure that the meeting proceeds in an orderly and respectful manner, so that thoughtful deliberation and decision-making may occur.

Town Meeting is an important democratic institution open to all Concord registered voters and is Concord's legislative body. The procedures are simple, and all have a right to attend and participate. By this process, the decisions made are based on the collective will and wisdom of the Meeting. We encourage your active participation, particularly for those Articles that are of greatest importance to you. For those who cannot attend but wish to follow along from home, Town Meeting proceedings are broadcast live by MMN on local access cable channel 9 and by WIQH Radio at 88.3 FM, and live-streamed at <https://concordma.gov/2335/Minuteman-Media-Network-MMN>.

COMMITTEE MEMBERSHIP: Concord's direct democracy does not end with Town Meeting. Our many volunteer boards and committees lead initiatives, set policy, and provide critical expertise, as well as financial and management oversight. If you would like to serve your community as a volunteer member of a Town Board or Committee, or on a short-term

assignment, fill out a Volunteer Card and submit it to the Town Manager's Office in the Town House. Volunteer Cards can be filled out online. Follow the "Volunteer" choice from the home page www.concordma.gov.

Respectfully,

Matthew Johnson, Chair

Carmin C. Reiss

Terri Ackerman, Clerk

MODERATOR

Henry Dane

Linda Escobedo

Mary Hartman

SELECT BOARD

**THE COMMONWEALTH OF MASSACHUSETTS
WARRANT FOR ANNUAL TOWN MEETING 2023
Sunday, April 30, 2023**

Middlesex, ss.

To any of the Constables of the Town of Concord, in said County, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify the legal voters of said Town of Concord, qualified to vote at Town Meeting for the transaction of Town affairs, to meet at the Concord-Carlisle Regional High School at 500 Walden Street, in said town, on Sunday, the thirtieth day of April 2023, at 1:00 p.m., by posting a printed copy of this Warrant by you attested, at the Town House and on the Town's website, and mailed to every household at least seven days before the Town Meeting, then and there to act upon the following Articles:

CHOOSE TOWN OFFICERS

ARTICLE 1. To choose all necessary Town Officers and Committees.

HEAR REPORTS

ARTICLE 2. To hear and accept the reports of Town Officers and Committees.

MEETING PROCEDURE

ARTICLE 3. To determine whether the Town will adopt a rule of the meeting governing requirements on Motions and amendments to Motions made at this meeting under Articles concerned with expenditures in order to assure compliance with the requirements of Mass. Gen. Laws c. 59, § 21C (generally referred to as "Proposition 2½"), or take any other action relative thereto.

<i>The motion to be made by the Finance Committee will specify that every motion to appropriate funds will be required to identify the source of funding. Town Meeting has adopted this meeting procedure for a number of years.</i>
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RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

ARTICLE 4. To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Add the title "Environmental Services Coordinator" to Grade MP-3 effective July 1, 2022.
2. Add the title "Chief Technology Officer" to Grade MP-9 effective July 1, 2022.

3. Change the title “Telecommunications Manager” in Grade TM-3 to “Broadband Manager” effective July 1, 2022.
4. Add the title “Communications Manager” to Grade MP-3 effective November 9, 2022.
5. Add the title “Economic Vitality Manager” to Grade MP-4 effective November 9, 2022.
6. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 4, 2023, and the date the 2023 Annual Town Meeting concludes.

The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town’s established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plan, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant and before the opening of Annual Town Meeting, notice will be filed with the Town Clerk and details will be presented at Town Meeting.

NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 5. To determine whether the Town will vote to adopt a new Classification and Compensation Plan for regular-status Town positions, or take any other action relative thereto:

In 2022, the Town secured the services of GovHR to conduct a comprehensive analysis of job responsibilities and market data for non-union, regular-status benchmark positions. The objective is to develop a new Classification & Compensation Plan that considers internal pay equity and external competitiveness. The employee and stakeholder review process will continue through the early months of 2023. The Personnel Board will recommend a new Plan that includes updated job titles, classification grades, and pay ranges. The proposed Plan is still in development as of the printing of the Warrant, and specific details will be communicated to voters as available via Personnel Board meeting materials, the Personnel Board’s web page, the Select Board public hearing on February 27, 2023, and the Finance Committee Report for FY2024. Any remaining details or amendments not printed in the FinCom Report will be addressed via the Town Meeting motion, and handouts if needed. This article does not determine FY2024 salary increases for individual employees; salary increases are determined after Town Meeting based on the approved budget. In the event that a new Plan effective 7/1/2023 is not moved or not adopted under Article 5, a motion will be made under Article 6 to amend the existing Classification & Compensation Plan.

AMENDED CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 6. To determine whether the Town will vote to amend the existing Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2023, or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN Effective July 1, 2023

ADMINISTRATIVE-CLERICAL

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
AC-1	Hourly	19.28	23.19	27.10
Receptionist/Clerk Recreation Clerk				
AC-2	Hourly	21.54	25.90	30.26
Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk				
AC-3	Hourly	24.42	29.36	34.30
Customer Services Representative Senior Account Clerk Senior Department Clerk				
AC-4	Hourly	26.39	31.74	37.08
Administrative Assistant Assistant to the Town Clerk Collections Assistant Retirement Assistant Treasury Assistant				
AC-5	Hourly	28.21	33.90	39.59
Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant				
AC-6	Hourly	29.18	35.08	40.98
Executive Assistant to the Town Manager Finance Assistant Senior Human Resources Assistant				

TRADES-CRAFTS-LABOR

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
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TCL-1	Hourly	19.03	23.01	26.98
Building Custodian				

TCL-2	Hourly	21.50	25.99	30.47
Building Maintenance Custodian				

TCL-3	Hourly	23.66	28.61	33.55
Facilities/Landscape Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer				

TCL-4	Hourly	26.47	32.02	37.57
Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson				

TCL-5	Hourly	29.30	35.44	41.57
Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator				

TCL-6	Hourly	32.92	39.81	46.70
Senior Treatment Systems Operator				

TCL-7	Hourly	36.50	44.17	51.83
HVAC Technician Public Works Supervisor				

MANAGERIAL-PROFESSIONAL

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-1	Annual	52,395	65,716	79,036
Associate Engineer Engineering Technician Library Innovation & Communications Specialist Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager				

MP-2	Annual	59,129	74,159	89,188
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Administrative & Special Projects Coordinator
 Administrative Manager
 Administrative Projects Manager
 Administrative Systems Analyst
 Assistant Local Inspector
 Assistant Natural Resources Director
 Budget Analyst
 Business Systems Analyst
 Energy Specialist
 Environmental Health Inspector
 Environmental & Regulatory Coordinator
 Facilities Operations Coordinator
 Field Lister
 GIS Technician/Analyst
 Information Systems Technician
 Land Manager
 Office Accountant
 Production Manager
 Public Health Inspector
 Water Conservation Coordinator

MP-3	Annual	69,768	87,506	105,243
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Assistant Assessor
 Assistant Human Resources Director
 Assistant Public Health Director
 Assistant Public Works Engineer
 Assistant Senior Services Director
 Assistant Town Accountant
 Assistant Town Clerk
 Assistant Treasurer
 Associate Financial Manager
 Childcare Services Manager
 Communications Manager
 Customer Service Supervisor
 Economic Vitality & Tourism Manager
 Energy Conservation Coordinator
 Environmental Services Coordinator
 GIS Program Manager
 Local Inspector
 Management Analyst
 Municipal Archivist/Records Manager
 Operations Manager
 Recreation Programs & Events Manager
 Retirement System Administrator
 Senior Budget & Operations Analyst
 Senior Environmental & Regulatory Coordinator
 Senior Information Systems Technician

Senior Planner

MP-4	Annual	74,588	93,552	112,515
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Assistant Highway & Ground Superintendent
Assistant Recreation Director
Customer Service Administrator
Economic Vitality Manager
Environmental Services Program Administrator
GIS & Application Integration Program Manager
Operations Engineer
Public Information & Communications Manager
Public Works Engineer

MP-5	Annual	80,231	100,627	121,022
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Assistant Library Director
Assistant Town Engineer
Budget & Purchasing Director
Deputy Treasurer/Collector
Director of Sustainability
IT Operations Manager
Financial Manager/Accountant
Natural Resources Director
Police Lieutenant
Public Health Director
Senior Services Director
Town Clerk
Town Planner

MP-6	Annual	93,161	116,843	140,525
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Assistant Fire Chief
Building Commissioner
Facilities Director
Highway & Grounds Superintendent
Police Captain
Recreation Director
Town Accountant
Town Assessor
Town Engineer
Water/Sewer Superintendent

MP-7	Annual	101,242	126,980	152,717
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Director of Planning & Land Management
Human Resources Director
Library Director

MP-8	Annual	112,794	141,469	170,143
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Assistant Town Manager
Chief Information Officer
Fire Chief
Police Chief
Public Works Director

MP-9	Annual	123,616	155,044	186,471
Chief Financial Officer Chief Technology Officer Deputy Town Manager				

ELECTRICAL LABOR

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
EL-1	Hourly	20.97	25.37	29.76
<i>(Reserved for future use)</i>				
EL-2A	Hourly	27.26	32.98	38.69
Meter Technician				
EL-2B	Hourly	28.85	34.90	40.94
Lineworker, Grade 3				
EL-3A	Hourly	34.61	39.12	43.62
Utility Electrician				
EL-3B	Hourly	36.63	41.40	46.16
Lineworker, Grade 2				
EL-4	Hourly	45.45	51.41	57.36
Lineworker, Grade 1				
EL-5	Hourly	47.61	53.83	60.05
Lead Lineworker				
EL-6	Hourly	51.27	57.97	64.66
Line Supervisor				

ELECTRICAL MANAGEMENT

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
EM-1	Annual	71,624	85,964	100,304
Meter Supervisor Senior Engineering Technician				
EM-2	Annual	96,873	116,223	135,573
Electrical Engineer				
EM-3	Annual	104,077	124,931	145,784
Lead Electrical Engineer				

EM-4	Annual	121,604	145,902	170,199
Power Supply & Rates Administrator				

EM-5	Annual	127,685	153,197	178,708
Assistant CMLP Director				

EM-6	Annual	147,259	176,761	206,263
CMLP Director				

MEDIA SPECIALISTS

<u>Grade Number & Class Title</u>	Minimum	Mid-Point	Maximum
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MS-1	Hourly	19.96	26.62	33.28
Education Coordinator Lead Producer				

SWIM & FITNESS

<u>Grade Number & Class Title</u>	Minimum	Mid-Point	Maximum
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SF-1	Hourly	15.00	39.97	64.93
Swim/Fitness Specialist				

HUMAN SERVICES

<u>Grade Number & Class Title</u>	Minimum	Mid-Point	Maximum
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HS-A	Hourly	15.00	23.74	32.47
Human Services Assistant				

HS-1	Hourly	17.32	33.01	48.70
Human Services Specialist				

HS-2	Hourly	17.32	31.39	45.45
Child Care/Education Specialist				

TELECOMMUNICATIONS TECHNICIANS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TT-1	Hourly	32.57	38.26	43.95
Telecommunications Technician				
TT-2	Hourly	37.22	43.75	50.28
Senior Telecommunications Technician				
TT-3	Hourly	39.09	45.95	52.81
Lead Telecommunications Technician				

TELECOMMUNICATIONS MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TM-1	Annual	81,744	96,012	110,279
Network Administrator				
TM-2	Annual	93,113	109,427	125,741
Network Engineer Telecommunications Coordinator				
TM-3	Annual	107,605	126,446	145,286
Broadband Manager				

Article 6 provides for annual adjustments of the Classification & Compensation Plan to help keep Town salaries competitive in the employment market, ensure internal equity of salary ranges, maintain comparability with salaries of unionized employees, and keep pace with changes in the cost of living. This article does not determine FY2024 salary increases for individual employees; salary increases are determined after Town Meeting based on the approved budget. Article 6 is presented as a contingency plan in the event that a new Plan effective 7/1/2023, based upon the study by GovHR of non-union regular-status positions commissioned by the Town in 2022, is not moved or not adopted under Article 5.

USE OF FREE CASH

ARTICLE 7. To determine whether the Town will vote to transfer from Free Cash the sum of \$1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024, or take any other action relative thereto.

This article seeks Town Meeting approval to allocate a portion of the available General Fund balance to support the FY2024 budget. The proposed amount is consistent with the Finance Committee's FY2024 Guideline Budget Plan.

FY2023 TOWN BUDGET LINE ITEM ADJUSTMENTS

ARTICLE 8. To determine whether the Town will vote to amend appropriations made under Article 9 of the 2022 Annual Town Meeting, Town Budget, or take any other action relative thereto.

*The Town's budget is appropriated in sixteen (16) line items. Adjustments to these line-item totals may only be made through subsequent Town Meeting action or at the end of the fiscal year with the approval of the Select Board and Finance Committee, under the authority granted in Mass. Gen. Laws c. 44, § 33B. This article seeks approval to make certain line-item adjustments to rebalance the budget to account for actual spending, while maintaining the total appropriation of \$50,889,958. This article does **not** seek a supplemental appropriation and approval of this article will **not** increase total FY2023 spending.*

FY2024 TOWN BUDGET

ARTICLE 9. To determine whether the Town will vote to raise and appropriate or transfer from available funds the sum of \$55,552,181, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2024:

<u>Town Government Operating Budget</u>				
Item No.	Department	Fiscal 2022 Appropriation	Fiscal 2023 Appropriation	Fiscal 2024 Proposal
General Government				
\$5,879,003 is 10.6% of Total				
1	A. Town Manager's Office	\$ 739,926	\$ 686,197	\$ 730,350
	B. Human Resources	573,349	595,606	573,682
	C. Information Systems	1,244,882	1,348,980	1,757,756
	D. Town Meeting and Reports	123,096	117,919	95,400
	E. Facilities Administration	1,003,243	1,026,590	1,930,088
	F. Parks & Playgrounds	150,205	215,776	216,727
	G. Resource Sustainability	162,949	165,203	125,000
	H. Visitor's Center and Restroom	34,342	37,970	-
	Subtotal	4,031,991	4,194,241	5,429,003
2	A. Legal Services	425,000	450,000	450,000
	Department Subtotal	4,456,991	4,644,241	5,879,003
Finance				
\$2,473,813 is 4.5% of Total				
3	A. Finance Administration	\$ 562,252	\$ 555,491	\$ 647,927
	B. Treasurer-Collector	525,485	505,631	466,957
	C. Town Accountant	339,722	340,945	367,594
	D. Assessors	457,391	444,387	434,957
	E. Town Clerk	399,720	439,831	464,499

	F. Elections	53,068	89,374	80,714
	G. Registrars	6,220	10,452	11,165
	Department Subtotal	2,343,858	2,386,111	2,473,813
Planning and Land Management				
\$2,505,856 is 4.5% of Total				
4	A. Planning Administration	\$ 564,214	\$ 583,522	\$ 661,933
	B. Natural Resources	421,751	449,396	449,610
	C. Inspections	480,311	479,288	593,097
	D. Health	466,952	462,035	561,895
	E. Economic Vitality & Tourism	186,697	190,735	235,721
	F. 141 Keyes Road	49,995	48,840	3,600
	Department Subtotal	2,169,920	2,213,816	2,505,856
Human Services				
\$3,451,331 is 6.2% of Total				
5	A. Library	\$ 2,333,663	\$ 2,398,544	\$ 2,490,316
	B. Senior Services			
	B1. Senior Services	609,998	630,527	652,076
	B2. Harvey Wheeler Community Center	99,923	101,276	65,342
	C. Recreation Services			
	C1. Recreation Services	114,569	114,569	-
	C2. Hunt Recreation Center	101,482	93,375	-
	D. Human Services	74,700	74,286	93,350
	E. Veterans Services	77,974	78,734	86,647
	F. Ceremonies and Celebrations	39,628	44,960	60,600
	Department Subtotal	\$ 3,451,937	\$ 3,536,272	3,451,331
Public Safety				
\$11,928,437 is 21.5% of Total				
6	A. Police Department	\$ 5,479,289	\$ 4,864,484	\$ 5,219,135
	B. Animal Control Officer	27,500	28,500	29,260
	C. Police-Fire Station	252,057	278,317	52,918
	D. Fire Department	5,734,791	5,783,853	6,611,011
	E. Emergency Management	16,000	16,000	14,550
	F. West Concord Fire Station	20,059	21,309	1,563
	Department Subtotal	\$ 11,529,696	\$10,992,462	\$11,928,437
Public Works				
\$4,958,795 is 8.9% of Total				
7	A. Public Works Administration	\$ 414,468	\$ 403,332	\$ 422,120
	B. Engineering	507,441	506,999	701,634
	C. Highway Maintenance	1,527,876	1,638,237	1,805,133
	D. Winter Maintenance	640,000	650,000	655,500

	E. Parks and Trees	797,852	901,592	992,220
	F. Cemetery	304,806	312,235	273,790
	G. 133/135 Keyes Road	124,923	183,580	68,088
	I. Street Lighting	27,500	31,625	40,310
	Department Subtotal	\$ 4,344,865	\$ 4,627,600	\$ 4,958,795
Unclassified				
\$1,030,000 is 1.9% of Total				
8	Employee Wellness			
	A. Unused Sick Leave	\$ 65,000	\$ 23,061	0
	B. Public Safety Disability	2,500	887	0
	C. Employee Assistance Program	7,500	2,661	0
	Subtotal	75,000	26,609	75,000
9	Reserve Fund	225,000	225,000	200,000
10	Salary Reserve	(114,374)	1,057,934	755,000
11	Land Fund	10,000	25,000	-
	Total Unclassified	\$ 195,626	\$ 1,334,543	\$ 1,030,000
TOWN GOVERNMENT SUBTOTAL Account 1-10		\$ 28,492,894	\$29,735,046	\$32,227,235
Joint (Town - CPS)				
\$23,324,946 is 42.0% of Total				
12	A. Group Insurance	\$ 6,639,042	\$ 7,468,322	\$8,140,471
	B. OPEB	-	-	-
	C. Property/Liability	315,000	378,000	406,350
	Insurance Subtotal	6,954,042	7,846,322	8,546,821
13	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	120,000	120,000	138,000
	B. Workers' Comp.	133,575	142,450	163,818
	Subtotal	253,575	262,450	301,818
14A	Retirement, General Fund	3,412,844	3,381,101	3,399,675
14B	Pension, Reserve	1,338,816	1,501,370	1,650,000
15	Social Security and Medicare	910,207	942,064	989,168
16	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,424,300	3,423,349	3,698,148
	CPS Principal and Interest	743,070	741,752	829,552
	Subtotal	4,167,370	4,165,101	4,527,700
	Interest on Notes		70,000	
	Other Debt Expense			
	Subtotal Within Levy Limit	4,167,370	4,235,101	4,527,700
	B. Excluded Debt			
	Town Principal and Interest	335,044	326,294	317,544
	CPS Principal and Interest	2,915,095	2,660,210	3,592,220

	Less: Use of Stabilization Funds			
	Subtotal Excluded Debt	3,375,867	2,986,504	3,909,764
	Total Debt Service	7,374,879	7,221,605	8,437,464
	Total Joint (Town - CPS)	\$20,710,671	\$21,154,912	\$23,324,946
	Total Appropriation	\$47,660,481	\$50,889,958	\$55,552,181

And, in addition:

That the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic;

That the Town appropriate \$29,851 from the National Opioid Settlement payment for the Board of Health to be reserved for state-specified uses;

That the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established effective July 1, 2023 and thereafter pursuant to the salary schedules adopted under Article 5 or 6, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2024 as detailed in the following chart;

<u>Amount</u>	<u>Loan Number</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$ 14,787.00	T5-05-1243-E	\$ 300,000	12/14/22	FY43	Art. 42 (2009)
\$ 33,275.00	T5-05-1243-D	\$ 665,490	10/24/19	FY40	Art. 42 (2009)
\$ 19,745.70	T5-05-1243-C	\$ 197,457	01/07/15	FY25	Art. 42 (2009)

or take any other action relative thereto.

The Town Budget Article provides for all General Fund (tax-supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation presented here for consideration for Town Meeting approval meets the Finance Committee's guideline set for FY2024, but does include a \$600,000 carry-forward of unspent FY2022 budget appropriation. The text above also makes certain other appropriation from Stabilization and Enterprise Funds, as well as authorizes certain other transfers.

CITIZEN PETITION: DEI DIRECTOR

ARTICLE 10. To determine whether the Town will urge the Select Board to ask the Town Manager to expedite the hiring of a fulltime Director of Diversity, Equity, and Inclusion, as requested by the DEI Commission, or take any other action relative thereto.

The purpose of this Article is to support the DEI Commission's request that the Town hire a full time Director of Diversity, Equity, and Inclusion.

CAPITAL IMPROVEMENT AND DEBT PLAN

ARTICLE 11. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7, the sums of money specified in the FY2024 Capital Improvement Plan, or any other sum, to be expended under the direction of the Town Manager, or take any other action relative thereto.

Capital Outlay ('pay-go')

Details by Town departments are as follows for the capital outlay (so-called 'pay-go' (or cash)) portion of the Capital Plan, summarized below in Table 1:

TABLE 1		
General Government		
1A Town Manager's office	Energy Sustainability	\$ 35,000
1C Technology	Computers & Equipment	\$ 120,000
1E Facilities	Building Improvements	\$ 335,000
1E Facilities	Equipment	\$ 20,000
Planning & Land Management		
4A Planning	Bridge repairs	\$ 10,000
4B Natural Resources	Tractor; land improvements	\$ 45,000
Human Services		
5A Library	Computer Equipment	\$ 15,000
Public Safety		
6A Police	Vehicles, equipment	\$ 195,000
6D Fire	Vehicles, equipment	\$ 155,000
Public Works		
7A Engineering	Road safety; culvert/bridge;	\$ 285,000
	MS4 compliance; landfill	
	well replacement	
7C Highway Maintenance	Equipment	\$ 450,000
7E Parks & Trees	Equipment & Shade Trees	\$ 60,000
Capital Outlay Total		
		\$ 1,725,000

Borrowed Funds ('debt')

Details by Town and School departments are as follows for the new debt (Tier II, inside tax levy) portion of the Capital Plan are shown in Table 2 below.

TABLE 2		
Public Safety		
6d Fire	refurbish 2016 Engine 8	\$ 210,000
Public Works		
7H Heavy Equipment	replace 2008 GVWR	\$ 300,000
7H Road Improvements	Parking Lot Rehabilitation	\$ 425,000
7H Road Improvements	Traffic Signals & Signage	\$ 515,000
7H Road Improvements	Pavement Management	\$ 2,650,000
Borrowed Funds Total		
		\$ 4,100,000

FY2024 Capital Outlay and Borrowed Funds Total **\$5,825,000**

This article authorizes the FY2024 Capital Improvement and Debt Plan, all of which will be funded within the existing Levy Limit. The FY2024 Capital Improvement and Debt Plan is proposed to be funded through cash outlay, the issuance of debt, and transferring remaining balances in previously authorized debt articles where these balances are no longer needed for their original intended purpose. Items included in this plan include both Tier One (single item, up to \$250,000) and Tier Two (single item, \$250,000 - \$2,000,000) capital purchases.

OPEB TRUST FUND APPROPRIATION

ARTICLE 12. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,467,851 to the Other Post-Employment Benefits Liability Trust Fund (OPEB Fund) established under Mass. Gen. Laws c. 32B, § 20, or take any other action relative thereto.

Best practice suggests that both the General Fund and Enterprise Fund contributions to the OPEB Trust Fund should be appropriated by Town Meeting. Based upon the results of the June 30, 2021 OPEB Liability Valuation Report (GASB Statements No. 74 and 75), the following contributions will be made to the OPEB Trust Fund in FY2024: General Fund, \$1,364,608; Light Fund, \$85,275; and Broadband Fund, \$17,968. Again, based upon the results of the June 30, 2021 valuation, no annual contributions are required from the Water, Sewer or Swim & Fitness Enterprise Funds.

OPEB TRUST FUND EXPENSE

ARTICLE 13. To determine whether the Town will vote to appropriate a sum of money from the Other Post-Employment Benefits Liability Trust Fund (OPEB Fund) established under Mass. Gen. Laws c. 32B, § 20, for OPEB Fund expenses, and further to authorize the Trustee of the OPEB fund to employ reputable and knowledgeable investment consultants to assist in determining appropriate investments and pay for those services from the OPEB Fund, or take any other action relative thereto.

Similar to the previous article, best practice is that all Trust Fund expenses should be appropriated and paid directly from the fund rather than deducting them from earnings. Further under Mass. Gen. Laws c. 32B, § 20, Town Meeting must specifically authorize the Trustee's employment of any and all investment consultants.

APPROPRIATION OF OPIOID SETTLEMENT FUNDS RECEIVED FROM THE STATE SETTLEMENT FUND

ARTICLE 14. To determine whether the Town will vote to appropriate the sum of \$77,362.88 for the purpose of the funding of substance use disorder prevention, harm reduction, treatment and recovery programs, as further detailed in the Massachusetts State-Subdivision Agreement for Statewide Opioid Settlements, to be spent under the direction of the Town Manager and with input from local stakeholders including people with lived experience of the opioid epidemic; and that to meet this appropriation, \$77,362.88 be appropriated from Free Cash reflecting the amount allocated by the Commonwealth to the Town of Concord in the Fiscal Year ending June 30, 2022 from the Commonwealth of Massachusetts' Opioid Settlement Fund; or take any other action relative thereto.

The Select Board voted to authorize the Town Manager to sign on to the Statewide Opioid Settlement between the Massachusetts Attorney General and non-bankrupt opioid industry participants. The Town was notified on August 1, 2022 that funds had been distributed from that settlement fund to the Town in the amount of \$77,362.88 during fiscal year 2023. State guidance provides that municipalities cannot set up special revenue accounts, and must instead appropriate the funds in order to spend them for the purposes set forth in the settlement agreement and described in the Article language above. The guidance further provides that any funds received prior to March 2023 become part of free cash and may be appropriated from there. In future years, opioid settlement funds will be appropriated as part of Concord's annual budget.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

Article 15. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,643,006, or any other sum, for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2024, or take any other action relative thereto.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET			
Department/ Description	Fiscal 2022 Adopted	Fiscal 2023 Adopted	Superintendent's Proposed Budget & Fiscal 2024 Assessment
Minuteman Regional High School Budget	\$ 27,640,588	\$ 29,010,622	\$ 30,316,325
Concord's Assessment	\$ 1,289,284	\$ 1,508,544	\$ 1,643,006

This article provides Concord's assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Concord's assessment increase is generally due to a shift in enrollment moving towards fully in-district students, resulting in a dramatic drop in non-member tuition

and capital fee revenue. The FY2024 Assessment includes an operating assessment of \$1,154,162 and a capital/ debt service assessment of \$488,844. Each of the member town assessments is calculated by a formula established pursuant to the regional agreement. Concord's enrollment at Minuteman is currently 33 students. The formula for assessments relies in part upon a rolling 4-year average of enrollment for member communities.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

ARTICLE 16. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$25,357,846, or any other sum, for the necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2024, or take any other action relative thereto.

SCHEDULE A – CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT BUDGET			
Department	Fiscal 2022 Adopted	Fiscal 2023 Adopted	Fiscal 2024 School Committee
Concord-Carlisle Regional School District - Budget	\$35,759,374	\$36,541,181	\$37,811,098
Concord's Assessment	\$24,376,779	\$24,962,356	\$25,357,846

*Includes \$22,302,834 assessment for operating budget and \$3,055,012 assessment for debt service.

This article provides Concord's share ("assessment") of the annual operating budget for the Concord-Carlisle Regional School District. The appropriation presented for Town Meeting approval is below the guideline established by the Finance Committee in November 2022.

CONCORD PUBLIC SCHOOLS BUDGET

ARTICLE 17. To determine whether the Town will vote to appropriate the sum of \$45,197,176 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2024; and that the same be expended only for such purposes and under the direction of the Concord School Committee, or take any other action relative thereto.

SCHEDULE A – PUBLIC SCHOOL BUDGET			
Department	Fiscal 2022 Adopted	Fiscal 2023 Adopted	Fiscal 2024 School Committee
Concord Public Schools – Budget Appropriation	\$41,708,424	\$43,010,486	\$45,197,176

This article provides for the annual operating budget for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8. As of January 20, 2023, the appropriation to be presented for Town Meeting approval of \$45,197,176 is at the Concord Public School Committee Adopted Budget level voted on December 20, 2022. The appropriation presented for Town Meeting approval is \$733,695 above the spending guideline established by the Finance Committee in November 2022, but can be funded without a Proposition 2-1/2 override.

CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

ARTICLE 18. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, the sum of \$900,000.00, or any other sum, to be expended under the direction of the School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings, or take any other action relative thereto.

This article provides for a capital appropriation for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8. The funding will support the installation of air supply heat pumps in the pre-school areas of the Ripley building, consistent with the Town's sustainability goals; the funding will also support a Campus Master Plan for Thoreau School, structural repairs to the Thoreau Loading Dock, and related work at various Concord Public School facilities. This borrowing is part of the Town Manager's five-year Capital Plan, with the debt service cost to be funded within the Levy Limit.

CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS – FIELDS AND LANDSCAPING

ARTICLE 19. To see if the Town will vote to appropriate a sum not to exceed \$1,802,000 to be expended under the direction of the Town Manager, in consultation with the Concord Middle School Building Committee appointed by the Select Board in compliance with Mass. Gen. Laws c. 71 § 68, for the purpose of installing new natural grass athletic turf fields, landscaping and any expenses related thereto, including without limitation the costs of engineering, design, site preparation, excavation, subsurface materials, and all other costs incidental or related thereto at the new middle school, to be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School); to determine whether this appropriation shall be raised by borrowing or otherwise; that to meet this appropriation the Treasurer, with the approval of the Select Board, is authorized to borrow the appropriated amount pursuant to Mass. Gen. Laws c. 44, § 7(1), or any other enabling authority; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under Mass. Gen. Laws. c. 59 § 21C(k), or take any other action relative thereto.

This article is included here in the event that athletic fields and landscaping are removed from the scope of work on the Concord Middle School Project. This may occur if bids are in excess of budget, and the "deduct/alternate" process is used to modify scope for the purpose of causing the lowest bid to be acceptable. The funding will support the installation of new natural grass athletic turf fields and landscaping, and all related costs of this project at the new Concord Middle School.

APPROPRIATION TO MIDDLE SCHOOL STABILIZATION FUND

ARTICLE 20. To determine whether the Town will vote to transfer from Overlay Surplus the sum of \$750,000, and from Free Cash the sum of \$250,000, for a total transfer of \$1,000,000, or any other sum, to the Middle School Stabilization Fund, or take any other action relative thereto.

This article seeks Town Meeting approval to transfer the amount in the Overlay account declared as surplus by the Board of Assessors. Further, this article seeks Town Meeting approval to transfer

\$250,000 from free cash. These amounts will be transferred into the Middle School Stabilization Fund to be used in the future to smooth the tax impact of the Middle School Construction project.

LIGHT PLANT SOLAR EXPANSION – MIDDLE SCHOOL

ARTICLE 21. To determine whether the Town will authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of general obligation bonds or notes under the provisions of Mass. Gen. Laws c. 44 or any other authority, a sum not to exceed \$13,000,000 for the design and construction of a solar system with battery storage at the Concord Middle School, the funds so borrowed to be expended for engineering design and legal services; hearings; permits and other approvals; material, construction, and installation specifications; bid preparation; materials purchase; construction and installation services; and distribution and expansions, upgrades and improvements, and to be repaid in the first instance from revenues of the Concord Municipal Light Plant, or take any other action relative thereto.

This article authorizes the Concord Municipal Light Plant to borrow money to pay for the design and construction of a utility scale solar array with battery storage at the new Concord Middle School. While the project costs are still being developed, it is anticipated that additional monies from various federal and state incentive programs will be made available to help defray some of the costs of construction.

The addition of a solar system at the middle school advances Concord voters' intent for reducing total greenhouse gas emissions and that the new middle school be net zero. This project also contributes to the goals of Concord's Climate Action and Resiliency Plan. Net zero means that the school will produce enough renewable energy to meet the electric, heating and cooling needs of the school building.

CITIZEN PETITION – MUNICIPAL IN-TOWN SOLAR GENERATION TASK FORCE

ARTICLE 22. To see if the Town will vote to urge the Select Board to establish a limited duration task force for the purpose of creating a Development Plan for Municipal, In-Town Solar Generation, consistent with the goals of the 2020 Climate Action Plan. The task force shall be five in number, with one member being the Light Plant Director or his assignee, one liaison member from the Climate Action Advisory Board ("CAAB"), chosen by that board, and three at large citizen members, appointed by the Select Board. The duration of the task force shall be at the discretion of the Select Board, but updates on progress shall be provided to CAAB no less frequently than every 2 months. CAAB shall present the final plan to the Town and to the Light Plant. At its discretion, the Select Board may provide a limited budget for consulting services requested by the task force. The Plan shall address the following areas:

- Reaffirmation of rationale for municipal, in-town solar goals;
- Siting opportunities, consistent with 2022 Article 38 and its limits on tree removal;
- Technical challenges on the local distribution network, and means to overcome them, including battery storage, if warranted;
- Financial analysis of cash flows and assessment of the various business models for development and deployment; and
- Projected schedule to meet the 2030 solar capacity targets along with assessment of feasibility.

Last year, Article 38 urged the Light Plant to develop a strategic plan to achieve Concord's Climate Action targets for municipal electricity generation. Concord needs to develop renewable energy locally rather

than asking others in New England to do this for us. Our numerous municipal rooftops and parking lots provide excellent opportunities for solar generation, and by generating electricity locally we can save on the cost of our imported electricity by eliminating transmission charges and mitigating capacity charges. CMLP has not made sufficient progress in creating a plan. This article requests that the Select Board appoint a task force to finish the strategic plan that the Light Plant has not completed.

ADOPT SPECIALIZED STRETCH ENERGY CODE

ARTICLE 23. To determine whether the Town will vote to adopt the Department of Energy Resources (DOER) Municipal Opt-in Specialized Stretch Code of 2022 as the building code applicable for new construction of residential, commercial and mixed-use structures, effective January 1, 2024, or take any other action relative thereto.

In 2022, the State created a Municipal Opt-In Specialized Stretch Energy Code for both residential and commercial properties. It includes pathways for all-electric, zero energy, and mixed-fuel use, the latter allowing fossil fuel use with higher efficiency standards when accompanied by pre-wiring for conversion to all-electric. This article adopts the Specialized Stretch Energy Code, which means that new homes over 4,000 sf conditioned floor area and certain commercial and mixed-use projects must follow the all-electric or zero energy pathways. The Town voted in 2021 Article 31 to disallow fossil fuel use in new construction, dependent on approval at the state level. While legislation passed in 2022 allows municipalities to apply to join a fossil-fuel free infrastructure demonstration project, the state may or may not approve the Town's application; in either case, the Specialized Stretch Code would remain in effect as it defines more comprehensive building standards that improve energy standards and lower greenhouse gas emissions.

LIGHT PLANT EXPENDITURES AND PAYMENT IN LIEU OF TAXES

ARTICLE 24. To determine whether the Town will authorize expenditure without further appropriation of the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year, together with the balance of operating cash in the Light Plant Fund, under the direction and control of the Town Manager for the expenses of the Light Plant for that fiscal year, as defined in Mass. Gen. Laws c. 164, § 57; or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$459,000 or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2024; or take any other action relative thereto.

This article authorizes the Town Manager, as manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity long with other departmental income to be used for the purposes of operating the department for the fiscal year ending June 30, 2024. This is a routine annual action. Further, this article authorizes the transfer of \$459,000 from the operating fund of the Light Plant to the General Fund and amount consistent with past years and designed to represent what a private utility would pay in property taxes.

APPROPRIATION FOR 250TH ANNIVERSARY CELEBRATION

ARTICLE 25. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum not to exceed \$600,000 to pay for expenses of the 250th Anniversary Celebration, commemorating the historic battles of Concord and Lexington, to be

expended under the direction of the Town Manager, in consultation with the Concord 2025 Executive Committee, or take any other action relative thereto.

The year 2025 will mark the 250th anniversary of the historic battles of Concord and Lexington and 2026 will mark the 250th anniversary of the signing of the Declaration of Independence. The 200th celebration in 1975 was a grand enterprise attended by President Gerald Ford, along with other local, national, and international dignitaries. To mark these significant anniversaries in 2025 and 2026, the Select Board established the Concord 2025 Executive Committee who has been hard at work coordinating Town events with our sister communities of Lincoln, Bedford, Lexington and Arlington (Battle Road 2025); Minuteman National Historical Park; Hanscom Air Force Base, the Massachusetts National Guard, local, state, regional, and federal agencies, as well as with musical, performing and historical re-enactment groups.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

ARTICLE 26. To determine whether the Town will vote to appropriate the sum of \$1,839,680, or any other sum, from the Concord Community Preservation Fund, of which up to \$1,839,680 shall be appropriated from projected Fiscal Year 2024 Fund Reserves, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager as follows, or take any other action relative thereto:

Item	Project/Description	Category	Prior Year Fund	FY2024 CPA Fund Revenues	Total Amount Recommended
A	Town of Concord – Regional Housing Services Office	Community Housing		\$33,000	\$33,000
B	Concord Housing Development Corp. – Assabet River Bluff Housing Development	Community Housing		\$500,000	\$500,000
C	Town of Concord – Bruce Freeman Rail Trail	Open Space		\$25,000	\$50,000
		Recreation		\$25,000	
D	Town of Concord – Open Space and Recreation Plan Update	Open Space		\$47,725	\$95,450
		Recreation		\$47,725	
E	Town of Concord – Warner’s Pond Restoration Project	Open Space		\$275,000	\$550,000
		Recreation		\$275,000	
F	Town of Concord – Cemetery Restoration	Historic Preservation		\$340,000	\$340,000
G	Town of Concord – Civil War Soldier’s Monument	Historic Preservation		\$165,000	\$165,000
H	Town of Concord – Historic Preservation Plan	Historic Preservation		\$50,000	\$50,000

I	Town of Concord – Preservation of Historic Plans	Historic Preservation		\$16,230	\$16,230
J	Staff and Technical Support	Administration		\$40,000	\$40,000
				\$1,839,680	\$1,839,680

This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects as listed in the above chart and allowed under the Community Preservation Act. These projects will expend a total of \$1,839,680 (with \$533,000 for Community Housing, \$347,725 for Open Space, \$347,725 for Recreation, \$571,230 for Historic Preservation, and \$40,000 for Administration). The estimated total available for appropriation at 2023 Annual Town Meeting is \$1,847,153. Therefore, \$7,473 will remain in CPC Undesignated Funds. Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee.

COMMUNITY PRESERVATION ACT – RESCIND AND REAPPROPRIATE FUNDS

ARTICLE 27. To determine whether the Town will vote to rescind prior appropriations in the total amount of \$250,000 from the Community Preservation Fund, appropriated at the 2022 Annual Town Meeting for the Junction Village Open Space project, and to transfer that amount to the CPC Open Space Reserve Fund; or take any other action relative thereto.

This article proposes to rescind and transfer a total of \$250,000 in Community Preservation Act (CPA) funds that had previously been appropriated for Open Space (\$125,000) and Recreation (\$125,000) purposes in support of the Junction Village Assisted Living project in Warrant Article 26 from the May 1, 2022 Annual Town Meeting. One condition in the Memorandum of Understanding stated, “The CPA funding is contingent on final state approval of the Junction Village/Christopher Heights community housing project.” Because that project is no longer moving forward, the funds are available for transfer to reserve fund to be held for later appropriation. Pursuant to this Article, CPA funds will be transferred from the Junction Village Project to the Open Space Reserve Fund. Town Meeting may reduce or reject but may not increase this appropriation from the Community Preservation Fund.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATION – CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST

ARTICLE 28. To determine whether the Town will vote to appropriate the sum of \$1,044,255.76, or any other sum, from the Community Preservation Act Community Housing Reserve Fund, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Concord Municipal Affordable Housing Trust for the purpose of assisting with the development of affordable community housing; or take any other action relative thereto.

This article proposes to appropriate a total of \$1,044,255.76 from the Community Preservation Act Community Housing Reserve Fund. These funds are the same amount that had previously been appropriated for affordable housing purposes in support of the Junction Village Assisted Living project. Because that project is no longer moving forward, the funds are available for re-appropriation to assist with the development of affordable community housing. Town Meeting may reduce or reject but may not increase this appropriation from the Community Preservation Fund.

TRANSFER OF HOUSING FUNDS

ARTICLE 29. To determine whether the Town will vote to transfer the sum of \$1,000,000 appropriated under the 2017 Annual Town Meeting Warrant Article 30 for the Christopher Heights at Junction Village senior assisted living project to the Concord Municipal Affordable Housing Trust for the purpose of assisting with the development of affordable housing; or take any other action relative thereto.

This article seeks to transfer Free Cash previously appropriated in 2017 for the Christopher Heights at Junction Village senior assisted living project to the Concord Municipal Affordable Housing Trust (CMAHT) for affordable housing and community housing purposes. In the fall of 2022, the Town was notified by The Grantham Group, proposed developer of Christopher Heights, that the project would not be moving forward. As this funding has already been set aside for affordable housing, the request is being made to transfer it to CMAHT to be held for a future affordable housing project. If no action is taken on this article, the \$1,000,000 will remain in 30-ATM-2017 until such time as Town Meeting votes to transfer it to another article or to return it to Free Cash.

162 PLAINFIELD ROAD EASEMENT

ARTICLE 30. To determine whether the Town will vote to authorize the Select Board and Natural Resources Commission to grant or deed fee title, easements, or other property interests in or over land owned by the Town abutting 162 Plainfield Road, and acquired in connection with the Town's acquisition of White Pond, which land contains 258 square feet, more or less, and is shown as Parcel "B" on the plan of land prepared by Scott M. Cerrato dated November 14, 2022, on file with the Town Clerk, under such terms and conditions as the Select Board and Natural Resources Commission determine; or take any other action relative thereto.

When the Town acquired the White Pond property in 2018, the driveway on the property abutting the land, 162 Plainfield Road, encroached on the acquired property in an area amounting to 258 square feet. Since then, the owner of 162 Plainfield Road has approached the Town asserting that the property owner and its predecessors in interest had actually acquired that portion of the White Pond property by adverse possession from the White Pond Associates prior to the Town's acquisition of the land. To resolve the issue, the property owner has asked that the Select Board and Natural Resources Commission convey fee title or an easement to the 258 square foot area of encroachment. Such a conveyance requires Town Meeting approval.

BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

ARTICLE 31. To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2024 for the operation of the Community Pool, in accordance with Mass. Gen. Laws c. 44, § 53F ½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

The FY2024 budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee on March 15, 2023.

DEMOLITION REVIEW GENERAL BYLAW

ARTICLE 32. To determine whether the Town will vote to amend Sections 3.4 and 3.6 of the **Demolition Review Bylaw** so that the following sections read as follows (*changes are shown in bold italics and strikeout for emphasis only*), or take any action relative thereto:

Section 3. Procedure

3.4 If a building is found to Historically Significant and possibly Preferably Preserved, and following public notice as set forth below in section 3.7, the CHC shall hold a public hearing within **sixty (60)** ~~forty-five (45)~~ days of the submission date to determine whether the building or structure should be Preferably Preserved and therefore demolition delayed for up to one year. If the CHC by a majority vote finds that the proposed demolition would result in the loss of a historically significant building or structure which would be detrimental to the architectural or historical heritage of the Town of Concord, then the CHC shall find that the building or structure is Preferably Preserved.

3.6 Should the CHC fail to make any determination concerning preferable preservation within **sixty (60)** ~~forty-five (45)~~ days of the submission date of a Demolition Review Application, the Building Commissioner may grant a demolition permit for the subject building or structure.

The proposed Amendment will extend the length of time between receipt of a Demolition Review Application and the determination regarding preferable preservation at a Concord Historical Commission public hearing. This longer time frame is necessary in part because the Concord Historical Commission meets only once a month, and also because the new local newspaper, The Concord Bridge, has an earlier deadline for posting legal ads than the prior local newspaper.

ZONING BYLAW AMENDMENT **RESTAURANT -- PROHIBITED USES -- PARKING**

ARTICLE 33. To determine whether the Town will vote to amend Zoning Bylaw Section 4.5.4, Restaurant, and Section 4.7.1, Prohibited Uses, to remove the prohibition on fast-food restaurants, and amend Table IV, Minimum Parking, to add a parking requirement for a fast-food restaurant that lacks seating, so that the Zoning Bylaw reads as follows (*changes shown in bold italics and strikethrough for emphasis only*); or take any other action relative thereto:

4.5.4. Restaurant: Restaurant, cafeteria, lunchroom or similar establishment whose principal business is the sale of prepared foods or beverages and whose principal method of operation includes either (1) service by a restaurant employee to a table or counter where the food or beverage is consumed, ~~or~~ (2) a cafeteria-type operation where foods and beverages are consumed within the restaurant building, **or (3) a fast-food operation whose principal method of food service includes the sale of foods and beverages in paper or other disposable containers for consumption off-premises.** Provided, however, in the West Concord Business District a restaurant shall not occupy more than 5,000 square feet of gross floor area; and, provided further, in the West Concord Village District a restaurant shall not occupy more than 4,000 square feet of gross floor area, unless a special permit is granted to allow a larger restaurant in the West Concord Village District by up to thirty percent (30%), in which case a maximum of 4,800 square feet may be located on the ground/first floor. A special

permit shall be granted by the Planning Board only upon a written determination as provided in Section 11.6 and that the larger restaurant serves a public purpose or has a public benefit.

4.7.1 Prohibited uses: Salvage yard, junk yard, and all open-air storage of junk, waste products and salvage materials (including non-operable automobiles) are expressly prohibited in all zoning districts of the Town as are trailer without a valid registration, trailer used for habitation on the property, mobile home, trailer camp, mobile home park, trailer and mobile home sales and service, billboard, outdoor movie theater, commercial dump, slaughterhouse, rendering plant, fertilizer plant, race track, commercial extraction of sand, gravel or minerals and all other uses which would be obnoxious, hazardous or injurious to the neighborhood or to property in the vicinity are expressly prohibited in all zoning districts in the Town as are all uses not specifically permitted by this Bylaw.

Drive-in or **drive-through fast-food** restaurants are expressly prohibited. A drive-in or **drive-through fast-food** restaurant is defined as any establishment whose principal business is the sale of foods or beverages in a ready-to-consume state, for consumption within the building or off-premises, and whose principal method of operation includes: (1) sale of foods and beverages in paper, plastic or other disposable containers; or (2) **includes the** service of food and beverages directly to a customer in a motor vehicle.

TABLE IV MINIMUM PARKING

Principal Use	Required Spaces
BUSINESS USES:	
Restaurant	One (1) space per three (3) seats rated capacity (excluding seasonal outdoor seating) or one (1) space per three hundred (300) square feet of gross floor area, whichever is greater , plus one (1) space per employee on the largest shift.

In 1981, Town Meeting adopted a prohibition on drive-through and fast-food restaurants as a primary use. The explanation for this amendment in 1981 stated:

“As of now, Concord has no special restrictions pertaining to take-out businesses, although there are certain problems connected with such operations. For example, fast-food restaurants generate significantly more traffic than other types of commercial uses, creating congestion and safety hazards. Usually, fast-food operations are connected with franchisers who promote standardized, highly recognizable building and sign designs. These operations generate noise, smells, lights and litter and often attract loiterers. The primary intent of Article 44 is to prohibit such fast-food operations. Take-out operations would only be allowed as accessory uses (e.g., Brigham’s, Friendly’s, the deli counters at Star Market and Stop & Shop). Operations such as the Walden Sandwich Shop, Café Parasol and New London Style Pizza would no longer be allowed under the by-law although the existing businesses could continue as legally nonconforming uses. The primary intent of this article is to prohibit “attractive nuisances” such as national chain fast-food operations.”

A fast-food restaurant is defined as any establishment whose principal business is the sale of foods or beverages in a ready-to-consume state, for consumption within the building or off-premises, and whose principal method of operation includes the sale of foods and beverages in paper, plastic or other disposable containers. As noted in the 1981 Warrant Article explanation, this does not just mean a

national fast-food chain restaurant, but also small local restaurant owners, such as New London Style Pizza and Bedford Farm Ice Cream shop.

Many things have happened since 1981 that make the previous prohibition on fast-food restaurants unwarranted and a hindrance to the economic vitality of the Town's commercial centers:

- 1) In 1981, a drive-in was a term used for a restaurant where a person was able to get food in their vehicle. Now the term drive-in has evolved to include a fast-food restaurant where a person parks in the lot, orders, the food is brought to the vehicle and the person sits in the vehicle to eat. A drive-through is where a person drives up to the building, orders, picks up the food at a window and drives away. This warrant article proposes to continue to prohibit both types of service.
- 2) A number of American Planning Association studies have found that a fast-food restaurant does not generate more or less traffic than a sit-down restaurant. The traffic generated by a restaurant has to do more with the size of the restaurant, adequate parking and site circulation, and in particular, how the restaurant is run and people's desire to eat there. There is evidence that a drive-through creates parking and circulation issues that can significantly impact adjacent roadways. Drive-through and drive-in restaurants will still be prohibited.
- 3) Adoption of the Town's Polystyrene Prohibition in Food Service Wares Bylaw and education of the public on the significant issues associated with littering has mitigated many of the concerns with trash generated by Fast Food restaurants.
- 4) Introduction of Lighting Bylaw requirements as part of Site Plan Review, a requirement for dark-sky fixtures, and prohibition of light spillover onto adjacent properties mitigate other impacts of Fast-Food restaurants.
- 5) There has been no evidence that the existing fast-food restaurants in Concord attract loiterers or that a franchised fast-food restaurant creates more noise or smells than any other restaurant.

ZONING BYLAW AMENDMENT **MOBILE FOOD ESTABLISHMENT**

ARTICLE 34. To determine whether the Town will vote to amend the Zoning Bylaw to:

- 1) Add a new definition, Section 1.3.16: Mobile food establishment, and renumber subsequent sections;
- 2) Add a new Section 5.4.6: Mobile Food Establishment to allow mobile food trucks in all districts on a temporary basis; and
- 3) Amend Section 4.5.4 Restaurant to allow a mobile food establishment as an accessory use to a restaurant so that the Zoning Bylaw reads as follows (*changes shown in bold italics and strikethrough for emphasis only*); or take any other action relative thereto:

- 1) Add a new Section 1.3.16 as follows:

Section 1.3.16 Mobile food establishment: A food establishment permitted under the State's Retail Food Code, 105 CMR 590, that is operated from a movable or portable structure that can change location.

- 2) Add a new Section 5.4.6 as follows:

5.4.6 Mobile Food Establishment: In all districts, mobile food establishments are permitted on a temporary basis subject to the following requirements:

(a) A mobile food establishment may conduct business on private property, on municipal property when previously authorized by the Town Manager, or on public roadways when previously authorized by the Select Board.

(b) A mobile food establishment shall have all required permits and licenses from the Health Division and the Police Department, and any other permit or license required by law.

(c) A property may have mobile food establishments in operation thereon for a maximum of 52 days per calendar year.

(d) No more than two mobile food establishments shall be located on a property at the same time. The Board may permit additional mobile food establishments on a private property provided the Board finds that the desired relief may be granted without substantial detriment to the neighborhood and without jeopardizing public safety. The Select Board may permit additional mobile food establishments on municipal property.

(e) A mobile food establishment that is an accessory use to a restaurant and has a valid Base of Operation License from the Health Division shall be exempt from Section 5.4.6(c) and permitted to park on the property on which the restaurant is located.

(f) An ice cream mobile food establishment that only sells, displays, or offers ice cream or other pre-packaged frozen dessert products shall be exempt from Sections 5.4.6(a) and (c) and shall be permitted to travel public roads vending said products but shall not park for extended periods of time on a public road except to the extent otherwise permitted by law.

3) Amend Section 4.5.4 as follows:

4.5.4 Restaurant: Restaurant, cafeteria, lunchroom or similar establishment whose principal business is the sale of prepared foods or beverages and whose principal method of operation includes either (1) service by a restaurant employee to a table or counter where the food or beverage is consumed, or (2) a cafeteria-type operation where foods and beverages are consumed within the restaurant building. Provided, however, in the West Concord Business District a restaurant shall not occupy more than 5,000 square feet of gross floor area; and, provided further, in the West Concord Village District a restaurant shall not occupy more than 4,000 square feet of gross floor area, unless a special permit is granted to allow a larger restaurant in the West Concord Village District by up to thirty percent (30%), in which case a maximum of 4,800 square feet may be located on the ground/first floor. A special permit shall be granted by the Planning Board only upon a written determination as provided in Section 11.6 and that the larger restaurant serves a public purpose or has a public benefit. ***A mobile food establishment permitted pursuant to Section 5.4.6 shall be considered an accessory use to a restaurant.***

Pursuant to Zoning Bylaw Section 3.1, any use that is not specifically permitted in the Zoning Bylaw is prohibited. There has been ambiguity regarding mobile food establishments operating in Concord because they have not been specifically addressed in the Zoning Bylaw. Many citizens have expressed a desire to have additional food service options, including mobile food establishments.

With input from the Public Health Director, the Police Department, and the Building Commissioner, this Zoning Bylaw amendment looks to remove ambiguity regarding mobile food establishments by formalizing an allowed temporary use that finds a balance between encouraging economic vitality, options for residents and visitors, but maintains public safety.

To operate in Concord, each mobile food establishment must have a separate permit from the Health Division for each mobile facility that is for a period of time that includes the date(s), location(s) and any restrictions on the operation.

There are certain functions and events in the community, such as the Holiday Tree Lighting Celebration (estimate of 5,000 people in attendance in 2022), West Concord Porchfest (estimate of 2,000 people in attendance in 2022), or the 2025 Revolution Celebration (estimate of 200,000 visitors between April and July), where allowing more than two mobile food establishments on a property by special permit or on a public road with Select Board authorization may be desired.

If an existing restaurant in Concord wishes to have a mobile food establishment as part of the business, under the State's Retail Food Code, the owner needs a Base of Operation License from the Health Division, and the Health Division needs to approve the use of the restaurant as a "Commissary" which allows things such as the daily cleaning of the mobile food establishment cookware and utensils in the restaurant and disposal of garbage and draining of the holding tank water. The amendment to Section 4.5.4 would allow a mobile food establishment as an accessory use to a restaurant, so that the Health Division can issue a Base of Operation License.

ZONING BYLAW AMENDMENT **COMBINED BUSINESS/RESIDENCE**

ARTICLE 35. To determine whether the Town will vote to delete Zoning Bylaw Section 4.2.3.2 and replace it with the following to amend the affordable housing requirements therein so that the Zoning Bylaw reads as follows (*changes shown in bold italics and strikethrough for emphasis only*); or take any other action relative thereto:

~~4.2.3.2 For development of four (4) or more units, at least twenty percent of the dwelling units (and no less than one unit) are available as affordable housing;~~ ***For a development including fewer than five (5) dwelling units, a payment equal to at least 10% of the average market sales price for all market rate dwelling units in the subject development shall be made to the Concord Municipal Affordable Housing Trust or provide at least one affordable unit. For a development including between five (5) and ten (10) dwelling units, at least one of the dwelling units shall be available as an affordable housing unit at 80% area median income (AMI) or lower and shall be included on the Town's Subsidized Housing Inventory (SHI). For developments including more than ten (10) dwelling units: (1) 20% of the dwelling units shall be available as affordable housing units; (2) at least 50% of the affordable units shall be made available at 80% AMI (or lower) and included on the Town's SHI, and (3) the remaining affordable units shall be made available in an equal proportion to households with 100% and 120% AMI. If, based on the foregoing, a fraction of a unit above 0.5 is required, the unit requirement shall be rounded up to require an additional whole unit. If, based on the foregoing, a fraction of a unit below 0.5 is required, a payment equal to the average market sales price for all market rate dwelling units in the subject development may instead be made to the Concord Municipal Affordable Housing Trust in lieu of providing an additional affordable housing unit.***

A mix of diverse housing opportunities shall be provided, such that:

- (a) the mix of bedrooms in any affordable housing units (studio, one-bedroom, two-bedroom & three or more bedrooms) shall be the same as the mix of bedrooms in the market rate units in the development, and;***
- (b) there is a mix in the sales price or rental rates of the market rate units.***

This Zoning Bylaw amendment reduces the required affordable housing percentage for smaller combined business/residence projects but incorporates the ability for the Town to receive funds for the Concord Municipal Affordable Housing Trust (CMAHT) for fractional units below .5 and specifies a range of affordability, mix in the number of bedrooms and price for the market rate units. The CMAHT collects funds that the Town can use to build or buy down affordable housing units.

The reduction in the affordability percentage requirement for smaller projects is key. The Town cannot require property owners and builders to construct combined business/residence projects, and while meeting the State's 10% affordable housing mandate (M.G.L Chapter 40B) is important, creating a total number of affordable units (whether or not they qualify for inclusion in the Town's subsidized housing inventory) is more important. To promote affordable housing, the Town must balance zoning requirements with financial feasibility for developers. Small development projects have higher per-unit costs due to the lack of economies of scale. The practical effect of the 20% affordability requirement has been that projects with small numbers of housing units have not been built at all, or projects have been built without any housing.

Concord's 2022 Housing Production Plan shows a great need for small units at every price point, especially near Town centers, as well as all kinds of affordable housing. The proposed reduction in affordability percentage will promote the inclusion of housing units, both affordable and market-rate, in small commercial developments. It will also promote the creation of affordable units, whether directly or by collecting funds in the CMAHT.

CITIZEN PETITION: UPDATE CONCORD NOISE BYLAW

ARTICLE 36. That the Concord "Construction Noise Bylaw" shall be renamed Concord "Noise Bylaw" and Section 1 shall be replaced as follows:

Section 1. Noise. It shall be unlawful for any person or persons to create, assist in creating, continue or allow to continue any loud noise which either annoys, disturbs, injures, or endangers the reasonable quiet, comfort, repose or the health and safety of others within the Town prior to 7:00 A.M. and after 8:00 P.M. on weekdays, prior to 9:00 A.M. and after 5:00 P.M. on Saturdays and anytime on Sundays and the following holidays: New Year's, Memorial Day, Fourth of July, Labor Day, Thanksgiving, and Christmas. The Select Board may issue a special permit for any activity otherwise forbidden by the provisions of this bylaw or may amend this bylaw, including but not limited to exemptions or enforcement.

Except for construction noise, Concord is currently not limiting or prohibiting noise at any time or day of the week. Even construction noise is currently allowed any day of the week, including weekends and holidays. While surrounding towns have extensive noise bylaws, providing quiet days and hours for its citizens, Concord's citizens must live with unregulated noise in its neighborhoods.

Article 36 proposes to change Concord's current "Construction Noise Bylaw" to:

- *a general noise bylaw*
- *reasonably limit hours and days for excessive noise*
- *establish Sundays and major holidays as quiet days*

Existing exceptions for public safety, police, and emergency work stay in place. In addition, the proposed language provides a flexible mechanism for the town to issue permits, define additional exceptions, and amend the bylaw to address potentially needed clarifications.

CITIZEN PETITION: PROHIBITION OF GAS-POWERED LEAF BLOWERS

ARTICLE 37. That the following Section be added to the Concord Noise Bylaw:

Section [X]. Landscaping Equipment. The use of gas-powered hand-held leaf blowers is only allowed in the periods of March 15 to May 31 and September 15 to December 30 and is prohibited at all other times. Effective March 15, 2025, the use of gas-powered hand-held leaf blowers by commercial landscapers shall be prohibited. Effective March 15, 2026, the use of gas-powered hand-held leaf blowers by residents on their own property shall be prohibited.

Gas-powered handheld leaf blowers are one of the noisiest landscape equipment used. With some models producing noise levels of 95 dB or more, their acoustic pressure is 1,000 times higher than electric leaf blowers operating at 65 dB. Consequently, noise from gas-powered leaf blowers travels through walls and windows easily and carries farther distances causing high in-door noise levels and affecting more neighbors.

In addition, the gas engines used by leaf blowers are highly inefficient. About 30 percent of the fuel the engine uses fails to undergo complete combustion; as a result, the engine emits a high amount of unhealthy carbon monoxide, nitrous oxides, and hydrocarbons. Besides the negative impact on the environment and neighborhoods from noise and pollution, health impacts for workers operating gas-powered leaf blowers are significant, leading to respiratory issues and hearing loss.

Today electric hand-held leaf blowers can produce an equivalent blowing power to gas-powered blowers at much lower noise levels and zero local emission. Taking advantage of these technological improvements, more than 100 towns nationwide and one state have already issued limitations and prohibitions on leaf blowers.

Article 37 proposes to mirror the existing rules of neighboring towns. In a first step, the use of gas-powered hand-held leaf blowers will be limited to spring and fall, followed by implementing a prohibition in two stages until 2026.

SOLID WASTE DISPOSAL FUND EXPENDITURES

ARTICLE 38. To determine whether the Town will authorize expenditure without further appropriation of the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting; or take any other action relative thereto.

Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue from fiscal year ending June 30, 2024 to be used to operate the Town's "pay-as-you-throw" curbside solid waste and recycling collection and disposal program. The program consists of two major components: curbside collection and disposal including recycling and Drop-off Days; and the operation and maintenance of the Town's composting site including the former landfill. This has been a routine annual action.

SEWER SYSTEM EXPENDITURES

ARTICLE 39. To determine whether the Town will authorize the expenditure without further appropriation of the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund, under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2024 revenue for the operation and maintenance and improvement to the Town's sewer system. The Sewer Fund is an enterprise fund similar to the Town's Water and Light Plant Funds. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. This has been a routine annual action.

SEWER IMPROVEMENT FUND EXPENDITURES

ARTICLE 40. To determine whether the Town will authorize the expenditure without further appropriation of the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable state enabling statutes, or take any other action relative thereto.

Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund) and fiscal year 2024 fees for constructing and expanding the Town's sewer lines and treatment facility capacities. Sewer improvement fees are charged to certain properties connecting to the sewer system. This has been a routine annual action.

WATER SYSTEM EXPENDITURES

ARTICLE 41. To determine whether the Town authorize the expenditure without further appropriation of the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting; or take any other action relative thereto.

Pursuant to Article 38 of the 1974 Annual Town Meeting, the article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2024 revenue for the operation and maintenance and improvement of the Town's water system. Similar to the Town's Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. Almost all of Concord's residences and businesses/ institutions are connected to the Town's municipal water system. This has been a routine annual action.

AUTHORIZE EXPENDITURE FROM PEG ACCESS & CABLE RELATED FUND

ARTICLE 42. To determine whether the Town will appropriate the amount required for the total expenses of the PEG Access and Cable-Related Fund, to be expended during the fiscal year ending June 30, 2024 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Town's license agreement with Comcast; or take any other action relative thereto.

The FY2024 budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee on March 15, 2023.

ANNUAL APPROPRIATION OF PARKING METER RECEIPTS

ARTICLE 43. To determine whether the Town will vote to appropriate the sum of \$400,000 from Parking Meter Receipts to fund expenses related to parking enforcement or public transportation initiatives for the fiscal year ending June 30, 2024, or take any other action relative thereto.

This article authorizes the Town Manager to use parking meter receipts to fund any and all expenses related to parking enforcement and/ or public transportation initiatives arising in FY2024.

AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS.GEN.LAWS 44 § 53

E1/2

ARTICLE 44. To determine whether the Town will vote to authorize the total expenditures for the following revolving funds pursuant to Mass. Gen. Laws c. 44, § 53E ½ for the fiscal year ending June 30, 2024, to be expended in accordance with the Town's Revolving Fund Bylaw, or take any other action relative thereto.

Revolving Fund	Annual Spending Limit
Regional Housing Services	\$ 375,000
Road Repair	\$ 120,000
Senior Services	\$ 50,000
Tree Preservation	\$ 50,000
Visitor's Center & Tourism	\$ 70,000

This article authorizes the annual spending limits for each of the Revolving Funds identified above. Spending from these funds may only occur for the stated purposes identified in the Town's Revolving Fund Bylaw, and only with the approval of the Town Manager.

UNPAID BILLS

ARTICLE 45. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of money to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

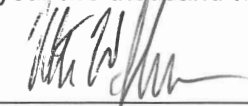
If there are unpaid bills of a prior fiscal year, State Law requires that such bills be presented to the Town Meeting. No unpaid bills are anticipated.

DEBT RESCISSION

ARTICLE 46. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of money to pay the unpaid bills of prior fiscal years, or take any other action relative thereto.

If needed, this action would authorize the rescission of debt authorizations made in prior years that are no longer needed. Any borrowing authorizations identified as no longer necessary will be presented to Town Meeting.


Hereof fail not and make due return of this Warrant with your doings thereon, to the Town Clerk, at or before the time of meeting aforesaid. Given under our hands this 26 day of January in the year two thousand twenty-three.



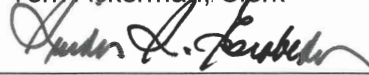
Matthew Johnson, Chair



Terri Ackerman, Clerk



Henry Dane



Linda Escobedo



Mary Hartman

SELECT BOARD

Commonwealth of Massachusetts Middlesex, ss.

Concord January 26, 2023

Date

By virtue of this warrant I have notified the legal voters of the Town of Concord to meet at the times and places and for the purposes within named as directed.



Constable of Concord

GET INVOLVED!
FILL OUT YOUR VOLUNTEER CARD TODAY

The Town of Concord depends upon the immense talent pool of our residents and we are always seeking interested townspeople to serve on boards and committees, and also to carry out short-term projects. If you are willing to serve your Town on a voluntary basis and desire to participate in shaping the Town's future, please indicate your interest by filling out a "Volunteer Card." Volunteer cards are short forms for listing your areas of interest and any skills relevant to committee or project participation. Copies of the form are available at the Town House, or on our website <https://concordma.gov/1125/Volunteer>.

You will find the Town Report useful for information on specific activities and responsibilities of the various boards and committees. For further information or to discuss your participation in town government in more detail, please feel free to talk with any member of the Select Board.

For a list of committees please contact the Town Manager's Office at (978) 318-3000.

NEED A HELPING HAND?

We want to make town meeting accessible to you!



Do you need a ride to the meeting? Concord's Council on Aging will provide Seniors pick up and drop off service during Town Meeting. Call ahead and reserve a seat. Please call (978) 318-3020 to book your ride.

Do you need accessible seating or a headset for better listening? Headsets will be available from the tellers at check in but please let us know if you have other accessibility concerns by calling the Town Manager's Office at 978-318-3000 and let us know what services you might need.

Do you want to follow Town Meeting from home? Town Meeting proceedings are broadcast live by MMN on cable through channel 9 and on WIQH Radio 88.3 FM.

The Town of Concord is an equal opportunity provider.

TOWN MEETING

Sunday, April 30, 2023

1:00 PM

Concord-Carlisle Regional High School
500 Walden Street

The deadline for unregistered residents to register to vote at the
Annual Town Meeting is April 20, 2023.



Town Meeting can be viewed LIVE on TV through
Minuteman Media Network (MMN) on the Government Channel, channel 9.

You can also watch online by visiting minuteman.media or concordma.gov

Follow the proceedings through social media!

@TownofConcordMA



TOWN MEETING

Sunday, April 30, 2023

1:00 PM

Concord-Carlisle Regional High School
500 Walden Street

Adjourned sessions start at 7:00 PM - if necessary

Monday	May 1, 2023
Tuesday	May 2, 2023



Town Meeting can be viewed LIVE on TV through
Minuteman Media Network (MMN) on the Government Channel, channel 9.

You can also watch online by visiting minuteman.media or concordma.gov/TM2021

Follow the proceedings through social media!

@TownofConcordMA

